

FINANCIAL TIMES

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World News Business Summary

Arafat says anti-Israeli charter is null and void

Palestinian leader Yasser Arafat said the 1964 Charter of the Palestine Liberation Organisation (PLO), which challenges Israel's right to exist, was null and void.

Thomson in \$810m deal to buy US publisher

INTERNATIONAL Thomson Organisation (TIO), fast-growing publishing and leisure travel group which is set shortly to merge with Thomson Newspapers to form a \$810m (620m) corporation, is to buy The McGraw-Hill Co-operative Publishing Company, a US specialist publisher, for \$810m in cash.

Threat to coalition

The Dutch Government was on the edge of collapse last night as the junior coalition partner demanded a decisive vote on one element of a sweeping national plan for the environment.

Beirut talks due

Arab League representatives are due to arrive in Beirut to make arrangements with the rival Lebanese Prime Ministers for the arrival of a 312 member Arab observer force.

Sudan peace hopes

The surprise announcement of a unilateral one-month cease fire by rebels in Sudan raised hopes for a negotiated peace in the civil war.

US bank challenge

Sir Leon Brittan, European Commission boss for financial services, has challenged the US to follow the EC's example and open up its banking market.

Shanghai protest

Student protesters marched through China's largest city, Shanghai, while Peking students threatened mass demonstrations to force talks on democratic reforms.

Cambodian talks

Hun Sen, Prime Minister of the Vietnamese-installed government of Cambodia, presented a new peace initiative to Prince Norodom Sihanouk, the resistance leader, during talks in Jakarta.

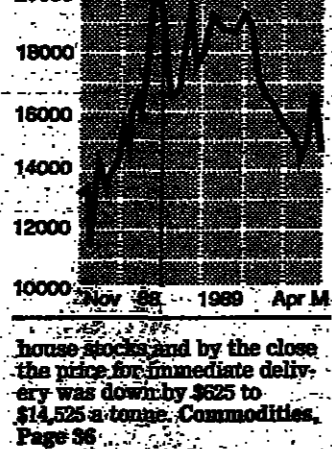
Rodriguez wins vote

General Andres Rodriguez, Paraguay's new president, and his party were celebrating a crushing victory in the presidential and congressional elections.

Budapest reshuffle

Hungary's new Foreign Minister, Mr Gyula Horn, is the most prominent of six new ministers in a reshuffled Government to be approved by Parliament.

Nickel



Cash metal (5000 tonnes) 20000 18000 16000 14000 12000 Nov 88 Apr 89

YALCO, leading French car components group, acquired Delmar, main manufacturer of car air conditioning and heating systems in the UK, for undisclosed amount from Lindy, part of the UK Hanson group.

DAIMLER-BENZ, giant West German motor conglomerate, lodged a formal bid to overturn the Federal Cartel Office's rejection of its takeover of Mercedes-Benz.

BOE Development (BCED), North American property group controlled by Montreal-based BCE, is to sell its US real estate assets.

IFOX, Irish Finance and Openair Exchange, set May 20 to begin trading on its electronic futures system later than planned due to technical difficulties.

BRITISH-based investment group, Investment Corporation Holdings (AFC), plans to provide up to \$10m venture capital for new businesses in Zimbabwe.

CANADIAN government abandoned plans to impose a tax on the profits margins of financial institutions which would have cut the country's banks, trusts and insurance companies in estimated \$1.6bn.

HEWLETT-Packard, US computer and electronics manufacturer, plans to combine its Brazilian computer operations with those of Companhia Lógica de Participações, Brazilian conglomerate.

TAIWAN Finance Ministry approved the Taipei-based Overseas Chinese Commercial Banking Corp's plan to acquire Heng Lung Bank of Hong Kong.

TEXAS Instruments, US semiconductor manufacturer, reached an out-of-court settlement of its memory chip patent infringement suit filed against Micron Technology, US chip maker.

Eighty nations agree CFC ban and Third World aid

By John Hunt, Environment Correspondent, in Helsinki

A DECLARATION agreeing to end, by the year 2000, all production and consumption of the chlorofluorocarbons (CFCs) which damage the ozone layer was supported yesterday by 80 countries at a United Nations Environment Programme (Unep) meeting in Helsinki.

Significantly, signatories of the undertaking to phase out CFCs by the end of the century included, along with the US, Britain and West Germany, representatives from China and India.

Similarly, the agreement on the abolition of CFCs is contingent on the establishment of a fund to assist the transfer of technology to the Third World countries.

Kohl hints at compromise in Nato short-range arms row

By John Wyles in Rome and David White in London

CHANCELLOR Helmut Kohl of West Germany yesterday opened the door towards a compromise in Nato's row over short-range nuclear weapons.

Mr Kohl said that the timing of any negotiations on short-range weapons could be linked to progress in other East-West negotiations.

Bush urges Europeans to exert pressure on Panama

By Peter Riddell in Washington

THE US will not recognise the results of a "fraudulent election" next Sunday in Panama to keep Gen Manuel Noriega in power, President George Bush warned yesterday.

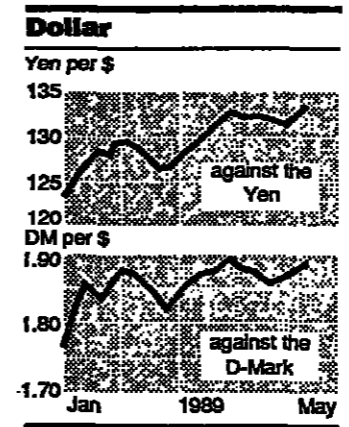
Speaking to the Council of the Americas, a business group, Mr Bush praised opposition parties for campaigning but said it was evident the regime is ready to resort to "massive election fraud."

Dollar strong despite intervention

By Simon Holberton, Economics Staff, in London

CONCERTED central bank intervention yesterday succeeded in taking some of the froth off dollar trading on the foreign exchanges but left demand for the US currency undiminished.

Analysts said the publication this Friday of US employment figures for April was looming as the most important event for the short-term course of the US currency.



Daf to float 63% of equity in London and Amsterdam

By John Griffiths in London

DAF BV, Europe's fifth-largest truck maker, is to float a 63.6 per cent stake on the London and Amsterdam stock exchanges later this month at a price which will value the company at between £1.195bn and £1.337bn (\$600m-\$627m).

truck maker took control of Rover's former Leyland Vehicles subsidiary in 1987. Under the flotation plan, set out in Daf's preliminary prospectus yesterday, Rover will sell a 24 per cent holding as part of the offer.

MARKETS table with columns for Singapore, Sterling, Dollar, and Stock Indices. Includes sub-tables for Interest Rates and Federal Funds.

CONTENTS table listing various articles and their page numbers, such as 'Divisions threaten unity of New Zealand's ruling Labour Party' on page 3.

Table listing various market indicators and their values, including 'Lanz WPP; DAF; Polly Peck; Dollar' and 'Raw Materials'.

YORK THE DISTINCT ADVANTAGE advertisement featuring a leaf graphic and text describing the quality of life and environment in York.

EUROPEAN NEWS

Coalition revolt threatens Dutch Government

By Laura Raun in Amsterdam

THE DUTCH Government was on the edge of collapse last night as the junior coalition partner demanded a decisive vote on one element of a sweeping national plan for the environment.

Mr Joris Voorhoeve, parliamentary whip of the Liberal party, insisted that the Christian Democrat-Liberal cabinet drop its proposals to raise taxes to finance the plan. The ambitious scheme aims to reduce pollution in the Netherlands by as much as 90 per cent by the year 2010.

Mr Ruud Lubbers, the Prime Minister, was expected to answer that his proposals to scrap a commuter tax deduction and to raise fuel excise duties could still be modified.

The chances of a government collapse during last night's emergency parliamentary debate were seen as greater than 50 per cent by one source close to the Prime Minister. All opposition parties were set to support the Liberal motion, and Mr Voorhoeve was committed to follow the initial motion, if it passed, with one of no confidence.

Mr Voorhoeve has actively

sought a higher profile for the right-of-centre Liberal party, which increasingly feels subordinated to the Christian Democrats, senior partners in the coalition. The Liberals traditionally have sought lower taxes, and object to proposals to abolish the tax deduction for private cars.

"The Liberal party's main criticism is aimed at the way the financial burden is spread," Mr Voorhoeve told MPs during the tense debate. "A part of the necessary burden for financing the National Environment Plan cannot be unilaterally shoved on to commuters."

An early election would probably be held in September in the event of a collapse of the Government, which would remain in a caretaker capacity handling only existing business.

The Christian Democrats are the swing party in Dutch politics so they would be likely to continue in power after an election. The only question is whether the Liberals would be asked to join them again or be replaced by the opposition Labour party.



HUNGARIAN TROOPS yesterday began to remove a barbed wire fence on the country's border with Austria, thereby dismantling a part of the Iron Curtain that has divided Europe for four decades.

The fence was pulled down in the no-man's-land near the town of Hegyeshalom, on the main road between Budapest and Vienna, and at three other points. The work is scheduled to be completed by December next year.

"With the dismantling of this barrier, an era with our relations with Western Europe and particularly Austria is closed," an Interior Ministry official said.

The 30-year-old barrier replaced a minefield laid after the Communist takeover of Hungary in the late 1940s.

Daimler launches push for MBB

By David Marsh in Bonn

DAIMLER-BENZ, the giant West German motor conglomerate, yesterday lodged a formal bid to overturn the Federal Cartel Office's rejection of its takeover of Messerschmitt-Bölkow-Blohm (MBB), the country's largest aerospace group.

A 50-page letter sent by Daimler to Mr Helmut Haussmann, the Bonn Economics Minister, argued that the planned merger would be in the German and European interests.

The proposed takeover, which has been backed by the Bonn government, is the largest and most controversial in

the Federal Republic's history. The Berlin-based Cartel Office link 12 days ago on the grounds that the merged group would enjoy market-dominating positions.

Daimler justified the deal as improving European aerospace competitiveness in both the military and civil fields. Daimler said the takeover would save the Federal Republic DM2bn in subsidy payments up to the year 2000 by shifting German participation in the European Airbus project on to a private sector basis.

Mr Haussmann, who is fac-

ing a squall of criticism within his own Free Democrat Party over the deal, will now have to decide over the next few months whether the transaction can go ahead. Mr Haussmann has already rebuked his state secretary in charge of aerospace, Mr Erich Riedl, for having suggested that a ministerial veto of the Cartel Office veto was a foregone conclusion.

Signalling a growing political battle over the affair, Mr Erhard Reuter, the Daimler chairman, warned separately yesterday against any compromise agreement over the MBB

deal which would go back on Daimler's basic accord with Bonn last year.

The joint Daimler-MBB concern would dominate nearly all sectors of West Germany's arms and aerospace business. Daimler claimed yesterday that growing European economic integration made competition in these sectors transnational rather than domestic. However, in view of the growing political opposition to the Federal Republic's military links within Nato, the transaction has prompted heavy protests from the Social Democratic Party and Greens Opposition.

Small steps on Community's road to 1992

By William Dawkins in Brussels

EUROPEAN GOVERNMENTS are today expected to take seven highly technical steps to reduce intra-EC trade barriers, but will fail to sink their differences on several more wide-ranging and important internal market proposals.

Commission plans for EC-wide merger control regulation, easier redress against unfair favouritism by public supply purchasing bodies, and a common right for students to live and work abroad will all be blocked by member states at a meeting of trade and industry ministers.

This will add to EC officials' fears that they are near the end of the recent progress in putting into effect the Commission's plan for an internal market in 1992. Governments have successfully negotiated their way to initial or final agreements on roughly two-thirds of the programme, in many cases sacrificing national interests. They now face the challenge of wrestling for accords over the most contentious proposals, such as the ones that will remain deadlocked today.

The 14-point meeting is instead expected to produce

initial or final clearance for several relatively limited, though still significant, barrier breaking schemes. Among them are common rules for labelling and packaging cosmetics, tractor safety rules, curbs on radio interference from electrical goods, common methods of paying import duties, and the updating of existing regulations on fruit juice labelling. Ministers will also ask the Commission to negotiate for the EC at a conference by the World Intellectual Property Organisation on the international registration

of trademarks in Madrid next month.

This afternoon, they will discuss in detail for the first time Brussels' attempt to win agreement for its plan to oblige large cross-border takeovers to obtain advance clearance from the Commission's anti-trust department. While the obstacles to agreement are still huge, Brussels seems prepared to negotiate on mergers, in the knowledge that member states are under pressure to clear up the present uncertainty surrounding the application of EC competition law to takeovers.

Financial constraints face new Hungarian ministers

By Leslie Colitt

HUNGARY'S new Foreign Minister, Mr Gyula Horn, is the most prominent of six new ministers in a reshuffled Government to be approved by Parliament next week.

As a senior central committee official in the late 1970s, Mr Horn planted the seeds of a new, more assertive and independent Hungarian foreign policy.

Other cabinet changes in the economic sphere reflect the dilemma faced by Mr Miklos Nemeth, the Prime Minister, in implementing economic reforms. He said recently that his predecessor, Mr Karoly Grosz, the party leader, left him a tea kettle "full of holes on a burning hotplate."

The Finance Minister, Mr Miklos Villanyi, is to be replaced by his deputy, Mr Laszlo Bekesi. Mr Villanyi came under fire for advocating a road toll which raised a

storm of protests and was retracted.

The ministry was also criticised for giving advance notice of the raising of customs duties last month on privately imported electronics goods. Mr Janos Hoos is to be succeeded by his deputy, Mr Erlo Kemenez, as chairman of the National Planning Office, an organisation whose recommendations cannot be acted upon because of the crushing foreign debt and budget deficits.

Similar financial constraints face the new Minister of Industry, Mr Ferenc Horvath, previously Deputy Minister, in attempting to restructure Hungarian industry.

Other changes are: Mr Csaba Hirtler who is to replace Mr Jefe Vanasa as Agriculture Minister; and Mr Ferenc Glotz is replacing Mr Tibor Csibere as Minister of Culture and Education.



Police arrest a man during May Day riots which continued sporadically yesterday in the streets of West Berlin.

West Berlin Government condemns violent riots

By Leslie Colitt in Berlin

WEST BERLIN'S coalition government of Social Democrats and Greens sharply criticised the violent riots by masked and hooded anarchists which took place after an alternative May Day celebration.

More than 300 policemen were injured, 14 seriously, when nearly 2,000 anarchists in the Kreuzberg district hurled flaming missiles and stones at the police.

Cars were set alight, windows smashed and shops looted. One policeman was beaten and his pistol was stolen and 18 people were taken into custody. Mr Walter Momper, the SPD Governing Mayor, condemned the riots as "blind hatred" against the state and not a political protest. He said he would adhere to a policy of de-escalating the use of force while remaining firm with rioters.

His coalition partner, the Alternative List (AL) - West Berlin's Greens Party - was divided. Some members expressed understanding for the rioters but others criticised them. The left wing Tageszeitung called the riots the "most

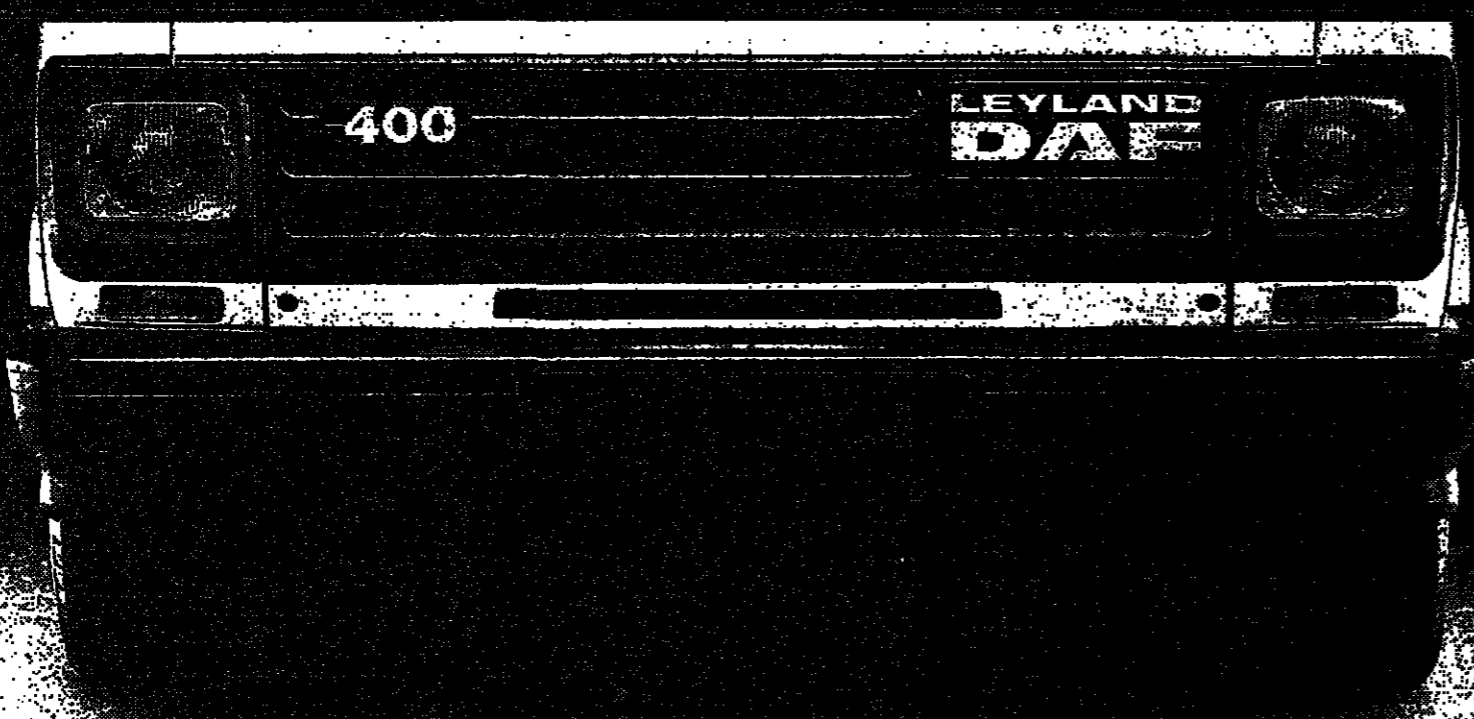
insane" action ever taken by extremists in Berlin.

West Berlin's BZ newspaper, which is published by the conservative Axel Springer company and highly critical of the "red-green" coalition, carried the banner headline "Berlin capitulates in face of street terror."

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EUROPEAN NEWS

Haughey uses spectre of election to play on opposition nerves

By Kieran Cooke in Dublin

A POLITICIAN of stature combines an air of resolve and determination with a hint of unpredictability to wrong foot opponents. Mr Charles Haughey, Ireland's Prime Minister, is a seasoned practitioner of the art. There is talk of a general election in Ireland. The date being mentioned is June 15, coinciding with European Parliament elections. Indeed, Dublin gossip gives an election within the next six weeks a high reading on the Richter scale of political certainty. All eyes are now on Mr Haughey, his every move and gesture watched for some inkling of an announcement. But so far the Prime Minister has only hinted and blustered. Dublin bookies are having a field day. Election fever began last week when opposition parties banded together in Parliament to defeat the

Government on the question of special funds for haemophiliacs infected with the AIDS virus. They wanted haemophiliac AIDS sufferers to be given funds of at least 15400,000 (£336,000) because they had contracted the virus through the state blood transfusion service. The Government should admit its liability. Dr Roy O'Donnell, the Health Minister, said the question of liability was a legal matter. While he recognised the plight of haemophiliacs it was the Government's duty to provide health services to all sufferers, regardless of their ailments or how these ailments were acquired. Haemophiliacs could not be treated as a special case. The Government was willing to make a payment through an AIDS fund of £250,000 which it was

understood, would be made available to haemophiliacs with the virus. The opposition, led by the small Labour party, wanted almost twice that amount. There were cross-party efforts at compromise on what was obviously a very emotional issue, but few felt a government defeat would lead to an election. They had not, however, properly assessed the mood of Mr Haughey, who had just returned from an arduous three days in Japan to drum up much needed investment. The Taoiseach was clearly angry that a compromise on the motion had not been worked out and expressed concern about what he felt was a concerted opposition attempt to interfere with the Government's fiscal and economic policies. The Prime Minister stopped short

of a direct election threat but made his feelings clear. "If the Dail (Parliament) situation were such that it proved a constant source of anxiety to the Government, then we would have to seek a remedy, reluctant though we might be to do that. . . . The one thing we don't want is any uncertainty in the implementation of economic and financial policy," he said. Latest opinion polls give Fianna Fail 54 per cent popular support. Mr Haughey and his party have never before been so popular and an election now would seem to give Fianna Fail a clear chance of a majority, something which has eluded the Prime Minister in the four elections he has contested as party leader. Many of Mr Haughey's ministers

favoured going to the polls. Despite 17 per cent unemployment and severe cuts in public service spending, a majority of the electorate would seem to approve of the way Mr Haughey has set about tackling the country's economic problems. The national debt, though it still stands at more than £24bn, has been stabilised. The balance of payments is running at record surplus levels. Inflation is only just over 3 per cent, while interest rates are a full five percentage points below those in the UK. For the first time in many years there is an air of economic confidence prevalent, certainly among Dublin's money market men. Mr Haughey might well decide to go to the polls while the going is good. Increased confidence has led to a growth in consumer spending and increased imports. There are grow-

ing fears about inflation. Petrol prices, already among the highest in Europe, are likely to go up later this month by as much as 20p a gallon. Drink prices are also set to rise. Fine Gael, the main opposition party, which until now has supported the broad thrust of government policy, is becoming increasingly outspoken about what it sees as Mr Haughey's high handed style of government. Exchanges in the Dail between Government and opposition have become noticeably more vitriolic and direct. An uneasy alliance which existed in the face of the country's dire economic problems has fallen apart. Furthermore, Ireland takes over the EC presidency next January. Mr Haughey will not want any political uncertainty then.



Haughey: prospect of a parliamentary majority

Third World may get anti-CFC aid fund

By John Hunt, Environment Correspondent, in Helsinki

AN INTERNATIONAL fund to help Third World states develop alternatives to chemicals which damage the ozone layer was under discussion at a meeting of the 46 Montreal Protocol nations here last night.

The intention behind the proposal, put forward by Finland, was to encourage China to sign the protocol, which commits member states to reduce chlorofluorocarbons (CFCs) by 50 per cent by the end of the century.

However, the Finnish proposal, which had wide backing at the conference, embarrassed the British delegation led by Mr Nicholas Ridley, the Environment Secretary. The British Government believes that establishment of such a fund would be time-consuming and that it would be difficult to administer. It would prefer to see aid for CFC alternatives given bilaterally.

The Finnish proposal also calls for the speeding up of the protocol timetable and the complete phasing out of CFCs by the end of the century. This is in line with a similar decision taken recently by the EC countries.

CFCs, used in some aerosols, refrigerators and the manufacture of plastic foams are the prime cause of ozone depletion, and could cause a dangerous rise in ultraviolet radia-

tion reaching the earth's surface.

However, if large countries like China start developing CFCs as a part of increased industrialisation, it would negate any reduction in their use by the highly developed industrialised nations. At a conference in London in March, China held out for some form of assistance to develop the technology to produce environment-friendly alternatives before signing the protocol.

"China is definitely prepared to join the protocol, once this guarantee is given," said Dr Mustafa Tolba, director of the United Nations Environment Programme (UNEP), which supervises the protocol. It was the first meeting of the signatory countries since the agreement was signed in 1987.

He was optimistic that a majority of nations at Helsinki would approve the Finnish proposal. However, the idea of a fund would not be incorporated in the protocol at this stage. If adopted, it would be a significant declaration of political intent and would be followed up by working parties. It would go forward to the review meeting of the protocol countries early next year, where it would have every chance of being adopted.

Post-Franco Spain brings its vices out of the closet

The lifting of the lid has seen the public expression of once private excesses, writes Peter Bruce

WINTER IN Santander is wet, so the kids stay inside the bars. In one, overlooking a dark, windswept beach, a young couple is playing chess.

At the same table, their two friends have been kissing non-stop for about 20 minutes. They are seated, but her head is practically touching the floor. No one pays any attention.

Outside a flashy discotheque in Madrid, a few hundred teenagers are standing around drinking large bottles of beer. Dozens of couples are embracing, some bent over car bonnets, others standing and some, miraculously, doing it while they walk around.

It has been 14 years since the fall of General Franco's right-wing dictatorship triggered a revolution in public behaviour; but the shock-waves are still reverberating.

In a country where people over 40 remember being afraid, because of the austere Catholicism of the Franco regime, to hold hands in public, sex is everywhere.

What teenagers do in public, because they have nowhere else, their parents are doing in private.

One of the country's fastest growing service industries is the letting out, for a few hours at a time, of apartments to adulterous couples in Barcelona, Madrid and Seville.

European Diary



Spain

With rates running at Pta3,000 (£15) for the first hour and Pta2,000 per hour after that, landlords have bought up prime property in big Spanish cities to cash in on sexual tourism in the 1960s, he says.

Francisco's Spain was - like so many outwardly prudish societies - rife with double standards: "A morally corrupt dictatorship which abhorred prostitution, adultery and gambling in fact tolerated all of these," says Mgr Martinez.

He might have added that public virtue and private vice have a long history in this country. The Inquisition recorded cases of priests misbehaving in their confessional booths, and one English traveller, Francis Willughby, reported in 1684 that "for fornication and impurity (the Spanish) are the worst of all

nations, at least in Europe". But the Franco regime, like Victorian England, was kinder to men than to women. And experts agree that that the Spanish male is not weathering the sexual revolution well. "The male situation has

become more complicated," says Mr Juan Pundik, an eminent Madrid psychotherapist. "They have remained more immature than their women. The speed of the change (in attitudes) has been incredibly fast, especially for women. There was a time when Spanish women were proud not to enjoy sex - it was thought too low class. If anything, the problem now in Spain is that women do not get enough sex from their men who still prefer to pay for sex and preserve the purity of their wives and mothers."

Other old attitudes die hard. A few months ago a magistrate outraged feminists by letting off with a token fine a businessman who had molested a mini-skirted secretary: "It was summer, it was hot, and perhaps he had eaten and drunk something. It produced this biological and psychological

reaction," he reasoned. In recent years, the sexual revolution has gone hand in hand with another form of public self-indulgence which can make embracing couples, and even sex hotels, look innocent by comparison: drug-taking.

In a country where people over 40 remember being afraid to hold hands in public sex is everywhere. Teenagers are now doing it in public, their parents still in private

They are beginning to invest their money here too and we are starting to see cocaine addiction in Spain for the first time. The social costs of drug-taking are all-too-visible in the capital. Heroin addicts can be seen everywhere, and police say 80 per cent of the city's rocketing petty crime rate is drug-related. Nearly 300 Spaniards died of heroin abuse last year and a further 20,000 were receiving therapy.

Last year police made 27,000 drug arrests, a high figure considering that possession is not a crime. Drug laws, relaxed in 1983, have been tightened again, but with Spanish prices for cocaine more than double those in the US, the Colombian drug mafia is pressing hard. The emotional release that began 14 years ago - in a predictable enough reaction to the loosening of Franco's strait-jacket - shows no sign of flagging; if anything it is getting wilder, naughtier and in certain manifestations, more sinister.

It scares Mgr Martinez: "We are on the verge of becoming a nihilistic society," he says. And the church, discredited in the eyes of many for its support of Franco and its own failure to adapt to the modern world, has lost much of the influence it might have had in helping a confused nation cope with its new freedom.

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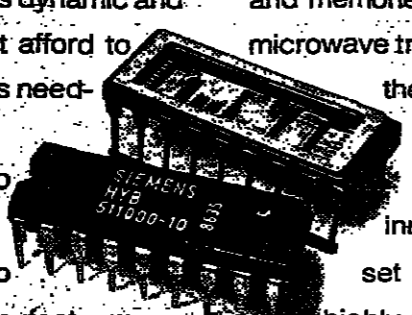
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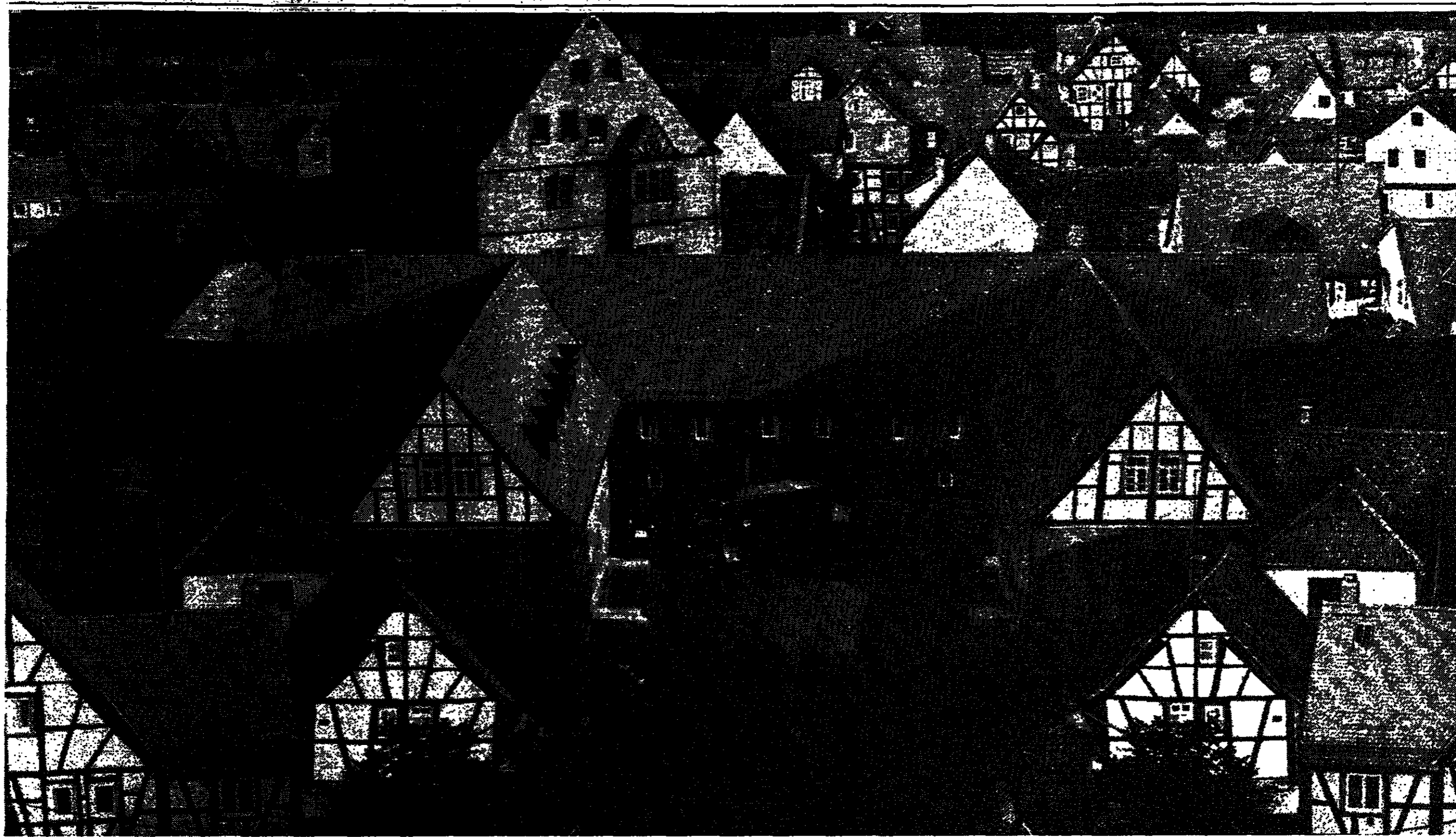
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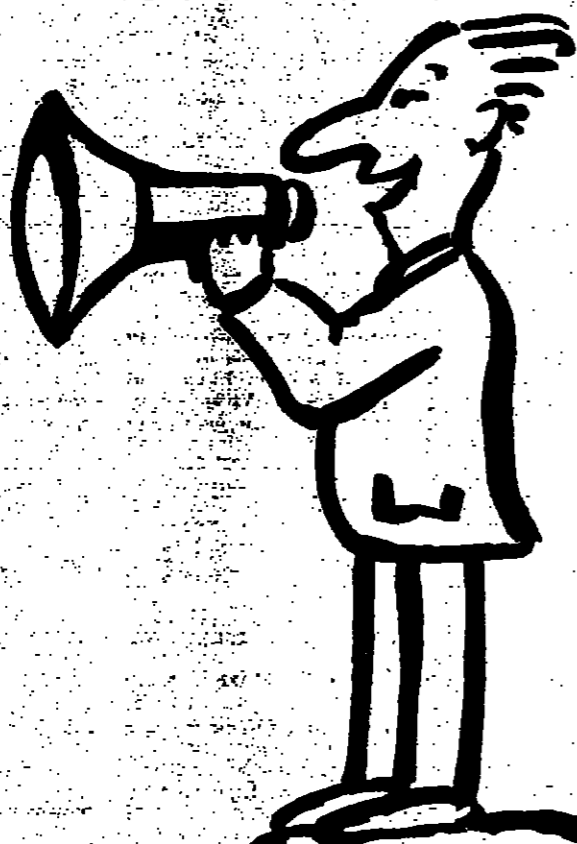
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European commerce is just about to undergo a major transformation, the consequences of which will probably not become clear for decades.

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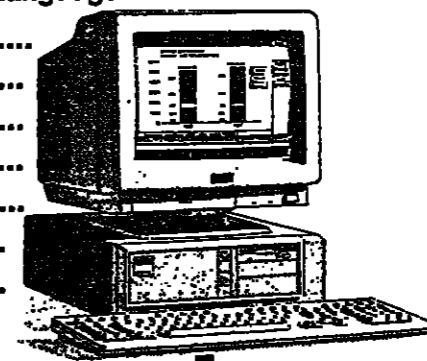
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WORLD TRADE NEWS

Hewlett-Packard acts to boost Brazilian sales

By Louise Kehoe in San Francisco

Hewlett-Packard, the US computer and electronics manufacturer, plans to combine its Brazilian computer operations with those of Companhia Iochpe de Participacoes, a Brazilian conglomerate, in a move designed to broaden HP's access to this high-growth market.

Brazil is estimated to be the seventh largest computer market in the world and is by far the largest in South America. Computer sales by foreign-owned companies are, however, tightly restricted by the Brazilian government.

Under the terms of an agreement announced by Hewlett-Packard, a new Brazilian-owned company, Edisa Informatica, will be formed by combining three existing companies: Edisa-Electronica Digital, a subsidiary of Iochpe; Tesis Informatica, an Iochpe company that sells HP computer products; and HP Do Brasil, a company jointly owned by Iochpe and HP.

"This consolidation will create the only computer company in Brazil capable of offering customers a full range of computing solutions, from calculators to super minicomputers," Mr Manuel Diaz, general manager of HP's Latin America Region, said.

The new company's status as a national firm will enable it to supply a broader range of HP products and technologies to Brazilian customers, he explained.

Previously, HP had been allowed to sell only its mini-computer and higher performance computers as well as test and measurement equipment in Brazil.

Shareholders of the new company will be Brazilian nationals and Iochpe will be the controlling shareholder. As part of the partnership, HP will provide technology and support to the new company. Further terms of the agreement were not disclosed.

The new company will have its headquarters in Sao Paulo and offices in 11 major Brazilian cities as well as manufacturing facilities in Gravatai, Rio Grande do Sul and Campinas, Sao Paulo.

EC voices concern on US report on barriers

By Tim Dickson in Brussels

THE European Commission yesterday voiced its "profound concern" about the use to which the US may put its 1988 National Trade Estimates Report of foreign trade barriers, published in Washington yesterday.

The report, which singles out alleged unfair trading practices in the EC such as the beef hormones ban and restricted access to national telecommunications markets, will be used as the basis on May 30 for identifying so-called "Super 301 countries".

These are "priority" cases with the most numerous barriers which will be the subject of special investigation and negotiation under Section 301 of last year's Omnibus Trade Act.

The Commission yesterday said the report was under careful consideration, but it wished "to emphasize again the risk for the international system of the use of unilateral retaliatory measures incompatible with international rules governing trade".

Officials said they were not worried by the list as such, more by sanctions and procedures attached to the Trade Act. Concern in Brussels centres on whether the new Administration can hold back the clear protectionist pressures which have been building up in the US Congress.

In a move described last night as "purely coincidental", the European Commission will today publish its own list of practices and restrictions where it considers its trade partners (including the US), are failing to live up to their international obligations.

Tehran pulls the rug on its famous export

Scheherazade Daneshkhu on the decline of the Persian carpet since the revolution

THE ONCE booming market in Persian carpets has undergone its own fundamental changes since the Iranian revolution in 1979. The news is mostly bad.

Carpets account for more than 40 per cent of Iran's non-oil exports, the industry employing some 3m people. But it represents more than that to Iranians, who have long regarded the weaver's craft as part of their cultural heritage.

In a country that suffers from a densely populated capital and seemingly unstoppable urban migration, the carpet industry provides employment for villagers in their birthplace all year round. Peasants in more than 30,000 villages, as well as nomadic tribes, are involved in carpet weaving, a lucrative way to spend the otherwise idle winter months.

During the oil boom the Arab market rivalled the traditional hold of the European centres in the carpet trade as brokers bought for the palaces of the sheikhs and princes of the Gulf states.

These days, dealers still aim for the Gulf, but not for its palaces. Instead, they go to get stocks for their warehouses through its ports: carpets are being smuggled out of Iran to Dubai has displaced the major centre of distribution.

Before the revolution, Iran was exporting carpets valued at \$400m annually. By 1983 their value was \$57m. One reason has been spiralling inflation since the revolution. The rise in domestic production costs has meant an increase of 40 to 50 per cent in prices and Westerners have begun turning instead to carpets from India, Pakistan, Romania, Turkey and China.

Another factor was the policy of tight controls and elaborate bureaucratic arrangements adopted by the newly-formed Islamic Government. It was the luxury element that earned carpets the particular disapproval of the authorities. They also wanted to stop emigrating families from taking what was seen as the wealth of the country with them.

One of the most unpopular and damaging controls, according to dealers, was the new Exchange Undertaking, which the exporter had to take his foreign exchange earnings to the Government at the official exchange rate of 1 to 70 rials. This compared with the black market rate of 1 to Rs300 rials in 1979 and 1 to Rs1,000 today.

The export procedure involves sending the consignment of carpets to the Customs House for valuation. This valuation has a direct bearing on the exporters eventual profit. If the valuation is less than the cost price, some foreign exchange is saved which can be sold on the black market. Overvaluation results in hardly any profit.

Disturbed by the new authorities of *ancien regime* officials led to valuation being taken over by the Government's own people. Many established



Iranian carpet workers weave their cultural heritage

Kashan. With the revolution, many of them lost an important patron in the royal court itself. For example, the Amoghli factory in Mashhad was commissioned by Reza Shah, the Shah's father, to produce carpets for his palaces. The Shah himself patronised the Isfahan carpets of Hekmatnejad and Sadegh Seyrafian. Most of the carpets in the Niavaran palace in Tehran and those given as gifts to visiting heads of government were woven at their factories. Today, one of their rugs measuring 2.25m by 1.5m can fetch up to £15,000 at London auctioneers.

exporters were unhappy with the arbitrariness and favouritism they showed. Some were driven into the ground while others paid smugglers to get their carpets out for them, in spite of the risks.

Discontent in the bazaar and stagnancy in the carpet industry as a whole put pressure on the Government to come up hurriedly with new legislation. Customs valuation was to be set officially at 40-60 per cent below the current price - a move which glossed over the scope for black market dealings that this encouraged in spite of the high penalties.

In recent years, the Government has tried to combat this with additional measures. A bonus of Rs350 to the dollar is given to an exporter who decides to take the legal route and sell the proceeds of his sales to the Government.

The introduction of such incentives has led to some recovery. The value of carpets exported saw an increase from the all-time low of \$57m in 1983 to \$140m in 1986 and \$498m in 1988, close to the pre-revolution level, though not in real terms.

Dealers say the improvements have come too late to restore the industry. Apart from the blow to business, traders argue, that lack of government promotion for the industry has resulted in a decline in quality. High-quality carpets require long-term investment since they take a number of years to weave, need talented designers and the import of fine wools and dyes.

Over the past decade many of the long-established families in the business have closed up shop. They include Sadegh Seyrafian and Hekmatnejad in Isfahan, Rashtizadeh in Qom, Arjomand in Kerman and others in the renowned carpet cities of Tabriz, Nain and

Dealers say that until the Exchange Undertaking is lifted, the carpet industry will not revive. They argue that many of the Government's fears regarding lack of controls are no longer justified, since those who want to take their wealth out have either done so or are smuggling it out anyway, while those engaged in the carpet trade will wish to reinvest their earnings in the country.

Moreover, they point out that any revenue accruing to the Government under the present system is more than offset by the amount lost through the illegal export of carpets.

The main problem for the Government remains that of getting to grips with the economy by controlling inflation, establishing a confident business climate and increasing productivity.

Gatt monitoring unit formed

By William Dufforce in Geneva

MR Arthur Dunkel, Gatt director-general, has moved quickly to implement the regular monitoring of countries' trade policies by the General Agreement on Tariffs and Trade agreed last month at the Uruguay Round mid-term review.

A trade policies review division, under Mr Frank Wolter, was established within Gatt yesterday, with an initial staff of five.

Mr Wolter, 45, has been counsellor in Gatt's economic research and analysis unit since 1983. Before that he was a deputy research director at the Kiel Institute for World Economics.

The new division will conduct its first review - of US trade policy - later this year.

Tokyo crisis stalls Australian initiative for Pacific OECD

By Chris Sherwell in Sydney

THE current political upheaval in Japan, and persistent bureaucratic rivalry in Tokyo, appear to have stalled an Australian initiative to create a Pacific Rim regional body similar to the Organisation for Economic Co-operation and Development (OECD).

Mr Bob Hawke, Australia's Prime Minister, first launched the initiative when he visited Seoul at the end of January, and Mr Richard Woolcott, head of Australia's foreign affairs department, is just completing a tour of eight Asian capitals explaining the proposal.

But in Tokyo this week, he ran into problems. He had hoped to harmonise the Hawke proposal with one from the Japanese government. But as he put it, that depended on Tokyo "getting its act together" and reaching a unified position.

Instead, he found continuing differences between the Ministry of International Trade and Industry (MITI), which generally backs the idea, and the Foreign Ministry.

According to Mr Woolcott, one concern has been to ensure that the six Asean countries - Indonesia, Singapore, Malaysia, Brunei, Thailand and the Philippines - are comfortable with the proposal.

From his tour, Mr Woolcott insists they are, so he now hopes that a planned visit to the Asean region by Mr Noboru Takeshita, the outgoing Prime Minister, will convince Tokyo to join in. Mr Takeshita's trip is due to start this weekend.

Mr Hawke's original proposal was addressed to nine countries: Japan, South Korea, the six Asean states, and New Zealand. It followed a number of other proposals from various quarters for greater co-operation in the region, all of which sought to build on the growing inter-dependence of trade in an increasingly dynamic region.

Canberra initially found it necessary to soothe the US reaction to the plan, because Washington had expected some advance consultation and felt left out. The US has since given broad backing to the idea, although other possible initiatives are also under discussion within the US Congress.

From the beginning, Canberra has insisted that its proposal aims to support an open multilateral trading system. It does not envisage a trading bloc, nor does it foresee competition with institutions such as Asean.

Australia has also left open the question of membership. Earlier this month, Mr Woolcott acknowledged Vietnam could be invited once its troops were withdrawn from Kampuchea, and it is clear that China and Canada, as well as the US, could participate.

New Delhi provides relief for consumer electronics

By David Housego in New Delhi

THE Indian government is to provide relief for the Indian consumer electronics industry which is facing a sales slump because of new duties on components and finished products imposed in the February budget.

Sales of black and white TVs are currently 40 per cent down on levels at the end of last year, according to the Indian Television Manufacturers Association.

New 14in colour TV models introduced this year have remained virtually unsold. India produced 5.7m TVs last year, of which 4.4m were black and white.

Mr S.B. Chavan, Finance Minister, announced yesterday that the government was withdrawing new duties on black and white picture tubes and TV sets, which had pushed up their retail value by 15 per cent.

He also announced that the government was halving a 100 per cent increase in duty on colour TV sets, bringing the new rate to Rs1,500 a set.

Additional duties on components and raw materials introduced in the Budget still remain.

The new taxes were intended to slow demand for consumer electronics goods, and thus save foreign exchange by reducing imported components, as well as raising fresh revenue through duties on so-called luxury items.

In a further measure to save foreign exchange, the government in March imposed tighter import controls on colour TV picture tubes, personal computer peripherals, plastics components, and video and audio tape mechanisms.

It has told three companies licensed to manufacture VCRs that they must cut recover the foreign exchange cost of imports through exporting finished products.

The effect of these measures had been to cause dismay within the electronics industry because the slump in sales was badly damaging the components industry which India has been seeking to build up.

However, restrictions on imported components, which in any case are liable to an 80 per cent duty, remain in force.

The government's backing-down came as new figures showed the electronics industry registered 33.5 per cent growth in 1988 over the previous year.

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QUEENSLAND
AUSTRALIA'S GROWTH STATE

US backs Venezuela loan

VENEZUELA has obtained a US Eximbank guarantee on a \$103.7m loan for work on a new hydro-electric complex, Joe Manna reports from Caracas.

CVG, a regional development agency owned by the Venezuelan government, has obtained the loan to finance part of the construction of the complex on the Caroni river.

The 15-year loan, carrying a fixed interest rate of 9.88 per cent, was granted by the Private Export Funding Corp of the US. It will also cover imported equipment costs.

The hydro-electric project, called Macagua II, will have 11 generating units and a generating capacity of 2,540 MW when completed. It is being built for Edelca, a CVG subsidiary that runs the country's largest hydro-electric complex, the Guri dam.

UK group in Zimbabwe venture

By Charles Batchelor

A BRITISH-based investment group, African Permanent Investment Corporation Holdings (APIC), plans to provide up to \$10m (£5.9m) venture capital for new start-ups and expanding small businesses in Zimbabwe.

APIC's first project will be a joint venture with the local subsidiary of an international construction group and with the state-backed Urban Development Corporation to build low-cost housing and factories. The consortium plans to build 6,000 houses a year initially, and expects to employ 200 people.

The announcement of APIC's investment plans comes a week after President Robert Mugabe's independence day speech which contained measures to ease administrative controls on investors.

APIC plans to provide some of the funding in US dollars to allow local businessmen to import equipment and raw materials without the need for a foreign exchange allocation.

APIC has been set up by UK Venture Capital, an unlisted company owned by a number of wealthy British, American and Swedish businessmen.

UK Venture Capital has paid-up capital of £760,000 and substantial funds to invest, according to Mr Martin Nicholls, APIC's chief executive. It owns 34 per cent of APIC with 66 per cent held by Occidental Holdings, a private company which will manage APIC's Zimbabwean investments.

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UK NEWS

Gilts transfer 'was to conceal Clowes deficit'

By Raymond Hughes, Law Courts Correspondent

MORE than £16m invested in the Gibraltar arm of Mr Peter Clowes' fund management empire was transferred to the UK arm to conceal "a significant deficit" in the UK funds from Trade Department inspectors, it was alleged in the High Court yesterday.

Miss Elizabeth Gloster, barrister for the liquidators of the Gibraltar-based Barlow Clowes International, said that between December 1987, and February 1988, gilts (government bonds) costing £16,240,653, bought with BCI investors' funds, had been "introduced" into Barlow Clowes Gilt Managers. In the latest of a series of court hearings in England and Gibraltar to try to resolve the rival claims of the various groups of investors to whatever can be salvaged from the collapse of Barlow Clowes, the High Court is being asked to say whether the proceeds of the sale of the £16.2m of gilts should go to those who invested in the Gibraltar funds.

The BCI liquidators are also seeking an order for repayment to them by BCGM of £4.4m of the £16.2m.

The £4.4m is the proceeds of sale of stock purchased by BCGM with BCI funds which, unlike the bulk of the £16.2m, were not intermingled with BCGM funds.

Some investors in the UK funds have received an interim payment of 75p in the pound and others 75p in the pound. Miss Gloster told Mr Justice Peter Gibson yesterday that "at present there is little prospect of the investors in BCI recovering anything like 75p in the pound."

She said that when receivers went into BCI last June the records showed that about £14m was owed to investors. Only about £1.8m of gilts had been found.

Subsequent investigations had shown that about £8m of BCI money had been lent - including £6m to Mr Clowes and entities connected with him.

A further £20m had been lent to Mr Guy Cramer, an associate of Mr Clowes and entities connected with him, and more than £2m to Dr Peter Naylor who, with Mr Clowes, had been a director of BCGM and BCI.

The hearing continues today.

Setback for advocates of full-scale defence review

By David White, Defence Correspondent

ADVOCATES of a full-scale defence review in the UK, calling into question the military role the country can afford to play, received a clear rebuff in the Defence White Paper presented to Parliament yesterday.

The document claims that the three year financial deal negotiated by the Ministry of Defence with the Treasury last year ensures "proper funding" to sustain current programmes.

This is despite a fall of about 0.7 per cent in real terms in the defence budget for the financial year just started, set at £20.14bn.

Increased allocations for the following two years, raising expenditure to more than £22bn in 1991-91, are expected to provide real growth after inflation.

Mr George Younger, the Defence Secretary, arguing the case for maintaining "firm defences" in spite of the easing in East-West relations, said UK spending was among the highest in Nato, in both absolute and proportional terms.

The White Paper warned, however, that decisions would still have to be made between priorities. The equipment procurement budget, set at a barely changed level of £8.26bn, takes up 41 per cent of the total, the lowest proportion

since the early 1980s. Mr Younger indicated that this would mean putting back some programmes for enhancing military equipment, but would not be drawn into suggesting which projects might be at stake.

The Ministry now had "ample resources for all our main tasks and main priorities to be met," he told a press conference.

In new equipment, the White Paper disclosed that more Sea Harrier jump jets would be ordered for the Navy. The next batch of Type 23 anti-submarine frigates has not been specified. The Ministry last week invited tenders for up to four, worth up to £500m, but officials said the order, due by the end of the year, might involve two, three or four new vessels. This is the same position it took last year, when it finally ordered three. Officials reiterated the Government's pledge to maintain the fleet of destroyers and frigates at "about 50."

Also due by the end of the year is a decision on a stand-off nuclear missile for the Tornado bomber. Mr Younger came close to confirming that this would be the US SRAM-2. The alternative, a joint development of the French ASMP, did not appear to be suitable and

would not be ready soon enough, he said. But he hoped it would still be possible to "keep in touch" with the French on future projects.

Meanwhile, competition for the Army's Elbn-plus new tank order, was still open, he said. Vickers, competing against General Dynamics of the US and Krauss-Maffel of West Germany, has until September next year to complete a Government-funded development for its Challenger II tank.

White Paper figures show that the proportion of contracts priced by competition dropped last year in value terms from 39 per cent to 30 per cent. Mr Younger ascribed this to the build-up of contracts with the VSEL shipyard for the 92bn Trident nuclear-armed submarine programme.

New UK defence export contracts are put at about £3.5bn for 1988, similar to the previous year and securing the number three position among the world's military exporters.

The date of the Defence White Paper was understood to have been brought forward at the last minute in order to avoid a clash on Thursday with the celebrations being held to mark the 10th anniversary of Mrs Margaret Thatcher's tenure as Prime Minister.

DEFENCE WHITE PAPER

Budget will grow in real terms to sustain funding

Extracts from yesterday's Defence White Paper:

The armed forces Britain will keep garrisons in the Falkland Islands, Hong Kong, Belize, Brunei and the sovereign base areas of Cyprus.

Force levels in the Falklands are unchanged but are regularly reviewed. We will be responsible for the defence and security of Hong Kong until 1997; we will consult the Hong Kong government over all decisions on the phased withdrawal of the garrison as 1997 approaches.

In a routine adjustment of force levels, 3 Raiding Squadron Royal Marines and two of the five Hong Kong patrol craft were withdrawn in 1988.

The Royal Navy's Armilla Patrol has been in the Gulf and Indian Ocean area since 1980, providing reassurance and protection for British merchant shipping. From September 1987 until March this year, it was augmented by mine counter-measures vessels. While the threat to merchant ships was at its greatest, the patrol accompanied 1,036 transits of British merchant ships through the Strait of Hormuz; no vessel was ever attacked in its company.

After the ceasefire between

Iran and Iraq and the return of confidence among merchant shipping, we judged that the threat was low enough for Armilla to revert to independent patrols from November 1 1988. It will stay in the area as long as there is a job to do.

Procurement: The budget for equipment for the Services in 1989-90 is £8,258m. This is 41 per cent of the total defence budget and £1,024m more in real terms than was spent in 1978-79. About 75 per cent of the equipment budget is spent directly in this country; another 15 per cent benefits British industry working on collaborative projects. The remaining 10 per cent is spent abroad.

Our competitive approach is cutting costs, but we continue to press for better contracts. We aim for terms that give contractors the greatest possible incentive to perform efficiently and deliver on time and to cost. We prefer firm price contracts (where the contractor is paid) but where this is not possible we negotiate what we term fixed-price contracts, in which an allowance for inflation is made.

Where the work needed is less clear, we use target cost or other incentive arrangements within an overall maximum price. Under such contracts, efficient contractors can get better returns, but those who are inefficient have to fund part or all of any cost overrun themselves.

By adopting a commercial approach to procurement and exposing the defence industry to market forces, we have encouraged an enterprising industrial base that actively seeks new ideas and efficiency in the use of resources. The rising competitiveness of the British defence industry has played an important part in its recent export successes.

Resources and management: The defence budget for 1989-90 is £20,143m. This is £22m more than the original Supply Estimates provision for 1988-89, and £175m more than was planned for 1989-90 in the 1988 Public Expenditure White Paper.

The planned provision for 1990-91 is, at £21,190m, £610m more than in the 1988 Public Expenditure White Paper. Provision for 1991-92 has been set at £22,100m.

The further cash rises... mean that, on current inflation forecasts, the

NATO defence expenditure 1988

As a percentage of GDP (market prices)

| |
|-------------------|
| Greece 6.6% |
| US 6.1% |
| UK 4.3% |
| Turkey 4.2% |
| France 3.8% |
| Norway 3.3% |
| Portugal 3.1% |
| Netherlands 3.0% |
| West Germany 2.9% |
| Belgium 2.9% |
| Spain 2.4% |
| Italy 2.2% |
| Denmark 2.2% |
| Canada 2.1% |
| Luxembourg 1.3% |

defence budget will grow in real terms between 1988-89 estimated outturn and 1991-92. The cash increases over previous plans are the biggest for any three-year period since the first three-year plan was issued in 1981, Falklands additions aside.

They do not imply any change in defence policy. Their purpose is to sustain programmes with proper funding and to enable the United Kingdom to continue to play its full part as one of the leading members of Nato.

The resulting budgetary plans provide a firm framework for the next three years; this brings valuable certainty and confidence to our forward planning. And it dispenses of talk of the need for a defence review.

The new management strategy: Budgets held by accountable individual managers will be extended to cover all the department's operating costs.

Those who actually manage activity will also manage the associated resources, and there will be a shift from control of resource inputs towards output-oriented management.

There will be some 20 "top-level budgets" held by the commanders-in-chief and the officers and officials in charge of major management areas of the department.

Where practicable and sensible these top-level budgets will be broken down into progressively lower-level budgets, each again held by one person;

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2 We go forward into our second century financially and technically even better equipped to face the challenges that lie ahead and so preserve and sustain the well-being of the diamond industry worldwide.

30 De Beers is a truly international company. Most of our profits are earned outside South Africa from our diamond and other investments and our trading business worldwide. We look forward to another satisfactory year.

4 De Beers is committed to play its part in the development of Southern Africa. The investment programme includes three new mines in Namibia, a major new diamond plant in Botswana, participation in that country's £212 million soda ash project and provision for a major new diamond mine in South Africa. It sealed its partnership with the western world's most important diamond producer by welcoming two Botswana directors to the board.

5 De Beers is committed to education and social development in South Africa and to promoting peaceful change.

The path to a stable, democratic future lies in increasing prosperity. 8,000 employees now participate through share ownership in the wealth-creating process and the company's success. Under its merit-based manning programme steady progress is being made in black advancement.

The full Chairman's Statement is contained in the Annual Report of the Company for the year ended 31st December 1988 which has been posted to Shareholders.

De Beers Consolidated Mines Limited (Incorporated in the Republic of South Africa)
London Office
40 Holborn Viaduct, London EC1P 1AJ

De Beers

Flexible response 'the only strategy which makes sense'

Key points from the legislative document's statement on nuclear deterrence:

THE CENTRAL AIM of the Alliance's defence effort is clear and simple: to remove the option of war permanently from the East/West scene. Nuclear weapons have made this aim wholly compelling, and for that very reason wholly attainable. Their virtually infinite destructive power has made nonsense of the idea of war as a contest of strength. That result is irreversible, since it rests on scientific knowledge that cannot be forgotten. The right course is not to attempt vainly to dissolve it, but to build around it a war prevention system that, without surrendering the great stability we have now, will become progressively less costly and less abrasive.

Much that Mr Gorbachev has said encourages us to hope that he may see the central security need increasingly as we do. There seems ground for optimism that, both in the extensive arms-control agenda and elsewhere, he will be ready to work with us towards a less tense and costly security system.

The 1987 INF (Intermediate-range Nuclear Forces) Treaty, achieved as growing Soviet realism converged with Nato steadfastness, was a major advance in easing tension and building confidence. Its content was specific and exact - the strictly-verified abolition of a defined class of missiles. Nothing in it implies an agreement to abandon operational roles or strategies, or leave a hole in the middle of Nato's ability to respond flexibly.

Flexible response is the only strategic concept that makes sense for a defensive alliance in the nuclear age. Military victory in the classical sense is not feasible; the use of force at any level, but especially the nuclear level, can have no other aim than to deny an aggressor swift success and to show him that he has underestimated the defender's resolve and must, for his own survival, back off. The circumstances in which this task arose could vary greatly; the defence must therefore have a wide range of options, enabling it to react to any military situation

promptly and with the least force needed for the basic political aim of ending the war.

For flexible response, Nato has to maintain an effective nuclear armory at several levels. Strategic weapons alone, for all their awesome power, could not be morally tolerable, practically feasible or politically credible for every scenario. Our needs at non-strategic levels will continue to evolve in line with arms-control commitments, with new technology and with deeper understanding on both sides of the minimum imperatives of mutually assured security. Nato has made major cuts in its non-strategic armory; the number of warheads in Europe is now 35 per cent less than in 1979, and will fall further by mid-1991.

Cuts in the armory can go further yet, and the Alliance is working out the possibilities. Nuclear weapons are not mere symbols; like other weapons, they can deter only by evident capability for effective use. Modern technology offers major improvements in range, accuracy and target-acquisition, and these can enable us to cut weapon numbers. But there is no prudent basis for making the cuts without the improvements.

The UK will continue to maintain the independent non-strategic contribution without which the value of our strategic force... would be seriously incomplete. Our non-strategic contribution has since the 1950s rested on WE177 free-fall weapons, usable from various aircraft and in various roles. For technical and operational reasons these cannot all be relied upon beyond the 1990s. As with the rest of the Western armory, numbers and types may not have to be kept at present levels; that needs further study. But under the strategy of flexible response, the basic need for some non-strategic weapons will remain, and procurement lead-times mean that initial decisions on modernisation - particularly on the choice of an air-launched missile to which work at Aldermaston will be geared - must be taken before long. Statement on the Defence Estimates 1988; HMSO, £5.

UK NEWS

Britain to bring water law in line with EC rules

By Michael Cassell, Political Correspondent

THE Government is expected to table tomorrow an amendment to its water privatisation legislation which will end a disagreement with the European Commission that threatened to delay the industry's sale later this year.

After talks with Brussels, Britain has agreed to amend the Water Bill to allow EC fears that the Government would exempt privatised water companies from prosecution for failing to meet Community water purity standards.

A key clause in the Bill, which yesterday began its committee stage in the House of Lords, was intended to protect companies from possible prosecution as long as they adhered to agreed timetables for complying with EC standards.

Ministers were concerned that, without such a provision, investors could be deterred from taking up shares in the water companies when they are floated. The target date for the sale is November.

The Commission, however, was adamant that the Government had no authority to grant temporary exemptions from EC law and there was a threat that the legislation could be challenged in the European Court of Justice.

The amendment, reflecting the compromise reached in Brussels, will mean that companies can be prosecuted only for failing to meet purity standards if they cannot show they have adequate investment programmes in hand or that they are pursuing them as fast as is reasonably possible.

Brussels has pointed out that Britain should have implemented the new standards by 1985, but ministers have emphasised that compliance in some areas is proving difficult and will be costly.

Government officials were yesterday expressing satisfaction with the outcome of the Brussels talks. They claimed it had never been the intention to allow polluters to remain immune from prosecution and that a form of words had now been reached with which both London and Brussels could live.

End to chambers rule, training changes to pre-empt Government Barristers to overhaul practices

By Robert Rice

THE BAR, the professional body of Britain's barristers, is to undertake the most radical changes in its structure and working practices this century as part of a package of measures to persuade the Government that its plans for reform of the legal profession are unnecessary.

The changes outlined yesterday in the Bar's final response to the green papers (policy documents) on the reform of the profession include an end to the rule that barristers must practise in chambers, as their office system is known, and the introduction of a system of Bar libraries similar to those in Scotland and Ireland.

Pupil barristers, or trainees, will receive guaranteed minimum incomes funded by the whole Bar and all remaining practical barristers which make it hard for solicitors to transfer to the Bar will be removed.

Barristers at present hold a monopoly on the right of audience in the higher British courts, but proposals to alter the necessary qualifications for higher court advocacy are contained in the Government's green paper.

Mr Desmond Fennell, chairman of the Bar, said the steps were being taken in response to the impetus given by the green papers to increase further the already strong competition at the Bar.

They should be seen as part of a continuing process of reform which the Bar began five years ago, he said.

The Bar had already relaxed its advertising rules, and introduced a new vocational training course, an improved pupillage (training) system and compulsory continuing education.

Under a library system barristers would work from the libraries of the Inns of Court, the four institutions which constitute the barristers' governing bodies and to one of which all barristers must belong. The libraries will be served by a small central administration dealing with their diaries and fees. The overheads would be small.

Barristers could join the library system with or without links with existing chambers, at whatever stage they came into the profession.

The Bar also wants the law changed to allow barristers to enter into contracts for their fees and other matters.

Mr Fennell said the Bar hoped to establish a pilot scheme, based on the libraries of Inner and Middle Temple, two of the Inns of Court, within 18 months. If it was successful, steps would be taken to establish similar systems in the other two Inns of Court.

Gray's Inn and Lincoln's Inn, and at the main court centres around the country.

He denied that the idea was likely to lead to a two class system of barristers with those who could not get a seat in chambers forming a second class Bar practising from the libraries. The system would appeal to different people for a number of reasons and would be especially useful for barristers returning to practise after a period of absence and solicitors transferring to the Bar in mid-career.

Taken together with the proposal to introduce special three month pupilages tailored to the requirements of solicitors wanting to transfer to the Bar, the measures were designed to ensure that it would no longer be possible for anyone to say that they could not go to the Bar because they could not get a seat, or place, in chambers.

The changes would also render unnecessary the Government's proposals to give solicitors wider rights of audience in the higher courts unnecessary.

"The effect of these changes will be that any solicitor who wishes can come to the Bar and specialise as an advocate at the Bar. The Bar welcomes the extra competition," Mr Fennell said.

By contrast, the approach adopted by the Government's

British Telecom 'can use network to transmit television'

By Hugo Dixon

BRITISH Telecom will eventually be free to use its network to transmit television pictures, Sir Bryan Carsberg, director general of the Office of Telecommunications, the industry watchdog, said yesterday.

Such a move could revolutionise the UK's communications infrastructure, leading to the introduction of new services such as picture telephones, high-definition television and colour high-speed facsimile.

BT cannot at present use its network to distribute TV because of fears that it would build a dominant position in television to add to its near monopoly in telecommunications.

However, in what represents a considerable softening of Ofcom's policy, Sir Bryan said this ban was "a temporary restriction. A matter of timing. I don't think anybody believes BT will be subject to that restriction indefinitely."

A final decision to remove the ban would have to be made by Lord Young, Secretary of State for Trade and Industry, but Sir Bryan's views are likely to carry considerable weight with the Government.

The Ofcom chief said the appropriate time to give BT this freedom would probably be in 1990 when the Government is due to embark on a major review of telecommunications policy.

Sir Bryan made his comments at a conference organised by the National Communications Union on the future of UK's communications infrastructure.

Mr Alan Rudge, BT technology director, said he was delighted that the principle of letting BT send TV pictures along its network had been accepted. But he said the company needed a firm date for the removal of the ban so it could start planning.

Other speakers at the conference, including Mr Bryan Gould, opposition Labour Party spokesman on trade and industry, called for the rapid introduction of an advanced communications network using optical fibres.

A removal of the TV ban on BT would almost certainly hasten such a development. BT has previously said it would have no incentive to spend the sums needed to construct such a network unless it was free to recoup costs by distributing TV.

Radical work changes sought on Underground

By Fiona Thompson, Labour Staff

LONDON Underground yesterday proposed sweeping changes in work practices for its 2,457 tube train drivers and 1,250 guards in return for a 10.5 per cent pay rise.

The package includes the abolition of fixed-length shifts, the end to strict job demarcation and the introduction of new recruitment and promotion arrangements.

The move follows the rejection a fortnight ago by the National Union of Railwaymen and the drivers' union, Aslef, of a 7 per cent pay offer.

The proposals were put to union representatives by London Underground officials at a day-long meeting yesterday called to discuss both the annual pay round and the threatened indefinite strike on the Underground from next Monday, May 8.

Both unions last week voted to strike over the proposed introduction on a pilot basis later this month of Action Stations, proposed changes in staffing and promotion arrangements which will mainly affect station-based booking and platform staff.

The meeting was adjourned last night without any decision being reached.

In response to the changes announced yesterday, the NUR said management had "thrown existing conditions out the window." Train crew were being asked to accept fundamental changes in the way they work.

Steel maker plans £200m capital investments

By Nick Garnett

UNITED Engineering Steels, Britain's second biggest steel maker, announced yesterday a £200m capital investment programme over the next four years.

The expenditure will cover many of the company's plants which are centred on Rotherham and Sheffield in south Yorkshire, in the Midlands of England, Wales and Scotland.

The company is one of Europe's biggest suppliers of special engineering steels used in sectors such as the motor and domestic appliance industries.

UES reported yesterday a 44 per cent increase in pre-tax profits, up from £36.7m in the 1987 calendar year to £52.7m. Sales rose 19 per cent from £577m to £686m.

Liquid steel output was up from 2.07m tonnes to 2.3m tonnes and deliveries of finished products increased from 1.6m tonnes to 1.8m tonnes.

The company is 61 per cent owned by British Steel and 39 per cent by GKN but is run as a 50-50 joint venture by the two shareholders.

Mr John Pennington, the company's chief executive said yesterday that the intention was to float UES on the stock exchange.

UES made an 11 per cent return on net assets last year. Mr Pennington said the target was 20 per cent and UES still had "a fair amount to do to get it towards that figure."

UES has a stake in a die forging operation in Spain. Mr Ian Donald, the company's chairman, said UES would participate in further such deals. More than 20 per cent of UES output is sold in continental Europe.

Listings monopoly may end

By Raymond Snoddy

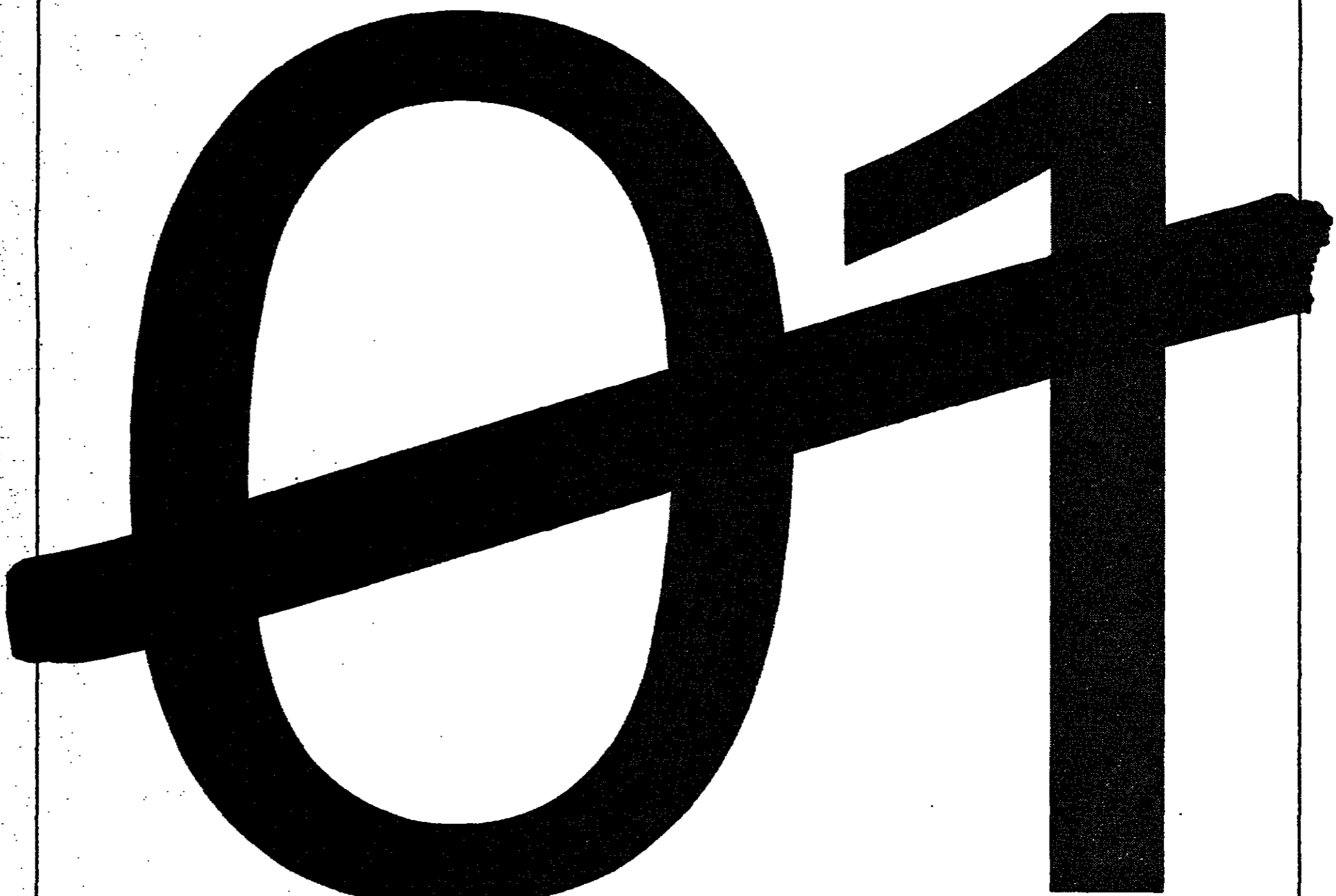
THE Government is considering ending the present monopoly over television listings held by the BBC and Radio Times and the ITV companies through their publishing subsidiary the TV Times.

In the age of satellite and cable television some ministers believe it is no longer right that the broadcasting organisation should have an exclusive monopoly over publishing details of television programme schedules.

At the moment anyone who wants to have advance details of programme schedules has to buy two weekly magazines and a further separate magazine is then needed for details of satellite channels.

Although the question of listings magazines was not addressed in the Government's White Paper on broadcasting published in November, it is believed that officials have now been asked to look at ways of ending the monopoly.

Next Spring, we're going to double London's phone number capacity at a stroke.



At one minute past midnight on Sunday morning, May 6th, 1990, the 01 code for London will be abolished.

It will be replaced by two new codes: 071 for inner London and 081 for outer London.

Why are we doing this? There has been a tremendous demand recently for more numbers, for both private and business use.

The present numbering system has a capacity of around 5 million, but with this unprecedented growth in demand, a much greater capacity will be required by next year.

Abolishing the 01 code and dividing London into two areas allows us to virtually double our capacity at a stroke.

There'll be no disruption to service when this happens. (It all takes place at the exchange.)

Call charges will be unaffected by the change, even between the two new London areas.

And present numbers will stay the same. In fact the only real changes are these: if you're dialling from outside London, to what was an 01 number, you'll now put 071 or 081 in front of the number.

And if you're dialling between the two new London areas, you'll use the appropriate code.

We're announcing this change over a year in advance so that everyone will have plenty of time to get used to it and we can

satisfy any queries that may arise. Naturally, there'll be extensive publicity nearer the day, at home and abroad.

And we are now writing to all 01 residential and business customers to tell them in more detail about the change.

This letter will also contain their new code. But if you'd like to know right now whether a London number will be 071 or 081 next Spring, turn the page.

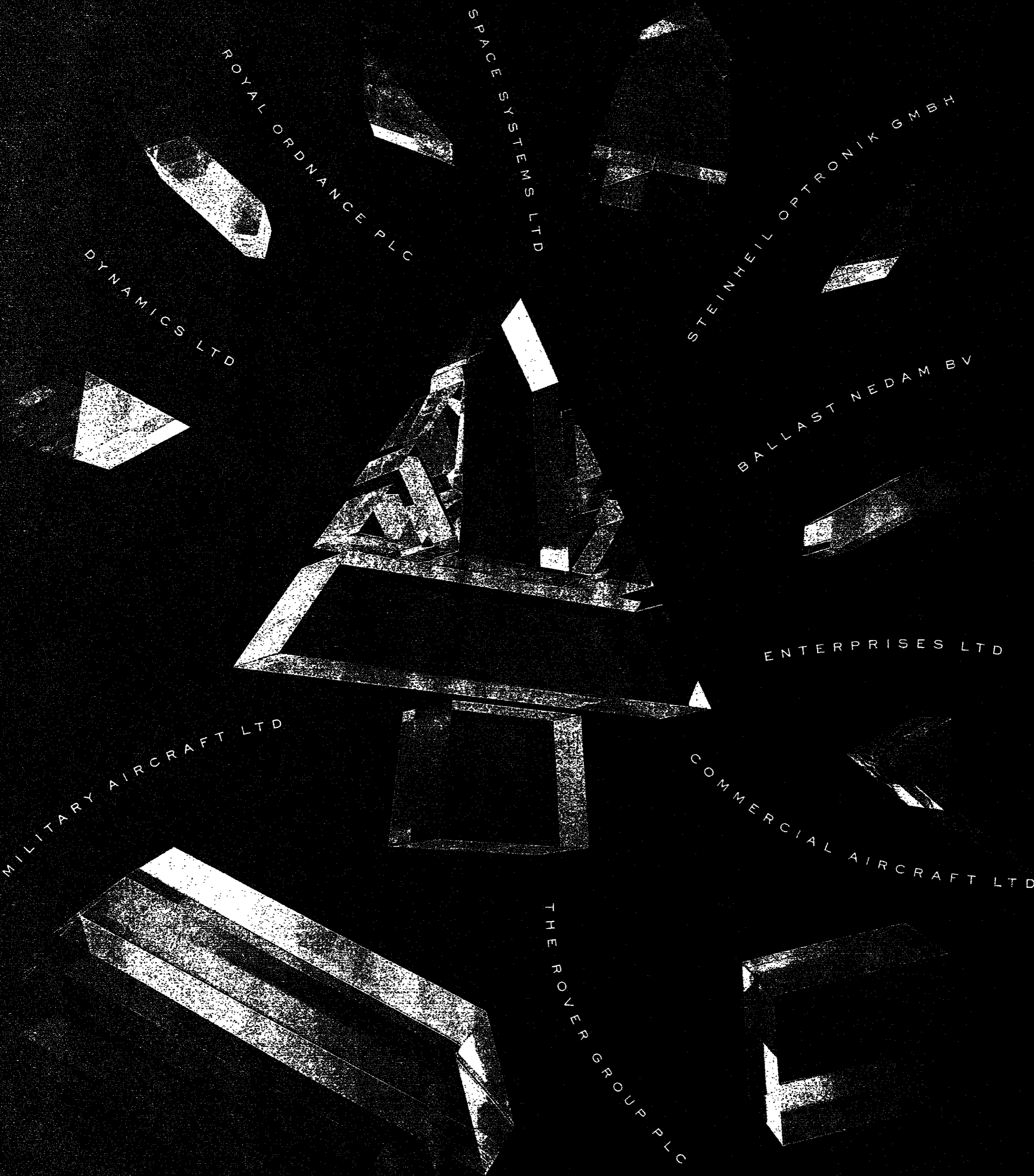
You'll find a full list showing all the London exchanges and their new codes.

If you're still not sure, there's also a free number you can call.

And we'll be happy to explain just how we're going to ring the changes to London's phone system.

British TELECOM

It's you we answer to



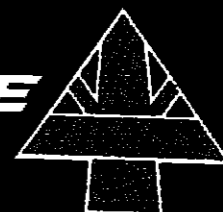
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MANAGEMENT

What is the cost of defending your market against foreign competitors? When do you trade off profits against sales? How do you rationalise factories and rip up outdated production lines while trying to meet booming demand for the products you make? Cummins Engine, the world's largest independent diesel engine manufacturer, is a case study of the benefits, pitfalls and difficulties encountered in facing up to these issues.

Unlike many other US heavy manufacturers in the early 1980s, Cummins decided it would not throw in the towel. It would instead defend its patch against the Japanese and anyone else.

Over the past six years or so it has spent \$550m on developing new engines. It has cut its manufacturing workforce by a third, reduced its manufacturing floorpace by a quarter and installed costly advanced machining equipment. The number of engines it makes has tripled, productivity per man has jumped 50 per cent while the cost of making engines has slid by 20 per cent.

After this long, grinding programme, the upside of Cummins' performance balance sheet reads like this: Sales doubled from \$1.6bn to \$3.3bn over the six years. Market shares in historical product areas defended, and the Japanese threat extinguished. Shares in new product markets expanded greatly. Research and development running at \$180m a year.

The downside is this. A loss last year of \$63m following a feeble profit the previous year of \$14m. Debt ratio has climbed from 28 per cent to over 43 per cent which rises to over 50 per cent when off-balance sheet items are included. In the meantime, Hanson Trust, the acquisitive US industrial conglomerate has taken a 10 per cent stake in the Indiana-based company.

Cummins' critics say it has spent so long trying to sort itself out that it has missed the opportunities of a soaring market which is bound to flatten out or even turn down sooner rather than later.

Henry Schacht, Cummins' studious 54-year-old chairman and chief executive, remains committed to all the principles driving the company since the turn of the decade. "The decisions to re-invest, to be world competitive in costs and on prices were fundamentally correct and will stand us in good stead. Without them we would have been managing a declining, shrinking business. I don't think that's interesting. I don't think that works."

Cummins made a profit of \$19m in the first quarter of this year and is promising a larger return in the second quarter, the first vindication of the company's policy, managers say. "We feel we are coming through the period of massive restructuring and we ought to see the benefits now with a resurgence of profits," Schacht says. "We are building the business over



Henry B. Schacht

Why Cummins sacrificed profits for market share

Nick Garnett on the US engine maker's rout of the Japanese

the longer time frame."

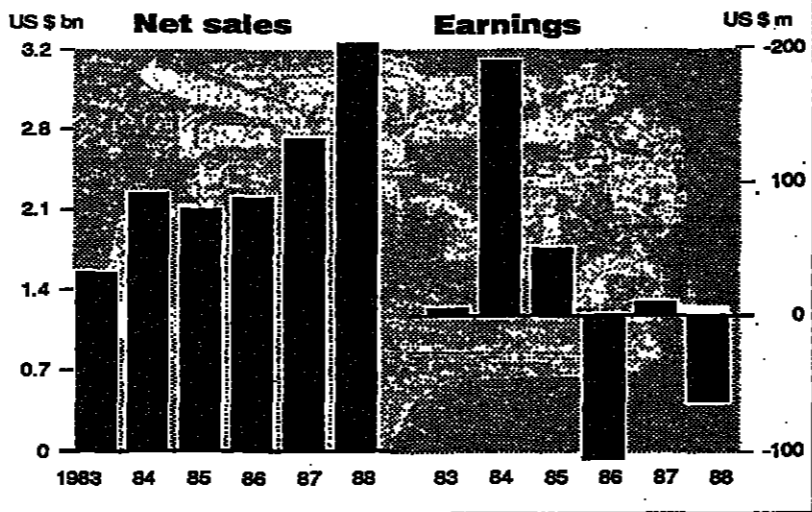
Schacht makes a comparison with Detroit Diesel, once a big player in the heavy-duty US truck diesel engine market in which Cummins still controls more than 50 per cent of sales. "Look at Detroit Diesel. They had 45 per cent of the US heavy-duty market back in the late 1960s, early 1970s. Now it's 2 per cent and the company has been sold off."

But what about a comparison with Caterpillar, the world's biggest construction machinery maker? Once criticised as a dinosaur has been of the US trust belt, Cat has been making money hand over fist. Its earnings were \$616m last year and, in the first quarter of this year, were up 20 per cent at \$141m.

The comparison is somewhat unfair in that prices of construction machinery have risen steeply compared with the depressed prices of diesel engines.

Nevertheless, Cat has generally maintained its market shares against its big Japanese rival, Komatsu, and has taken full benefit from price rises, even driving them up as against Cummins' policy of holding them down.

"I don't want to make any criticism of Caterpillar," says Schacht, who became Cummins' chief executive in 1973. "I think it is a fantastically run company. But Cat makes an end product and it has elected to use changes in the value of the yen to raise prices. One result is that Komatsu is now resident in the US and the Japanese are in effect the second biggest producer in the US. "That's the risk you take. We don't face any Japanese engine builder in



the US. But our policy is to get world level production costs and stay at world prices. It is not to hold up an umbrella for the Japanese to get in."

Cummins has been widely admired for tackling a broad range of problems with which it entered the 1980s. Its sales rested almost entirely on a huge 14-litre engine - with a 10-litre under development - while demand was moving fast towards smaller units. Many of its factories remained untouched from the 1960s. Its production managers were largely ignorant of Japanese-style workflow and inventory control.

Since then the company has introduced new 4-, 6- and 8-cylinder engines, allowing it into markets for lighter-duty truck and industrial applications. It has shut three main facilities and a handful of smaller ones, taking out 1m sq foot of floor-space in the process. The manufacturing workforce in its engine business has been cut from 17,500 in 1979 to 11,000 in 1988.

Engine shipments have rocketed from 80,000 in 1982 to 217,000 in 1988. During the past year unit output soared 35 per cent. From a faltering start in 1982-83, unit sales of the new small engines were 40,000 in 1987, 75,500 last year and an estimated 100,000 for this year.

In this long process of change the well-chronicled events of 1984 intervened. In a move famous within the US engineering industry, Cummins cut the prices of its engine by 20 to 40 per cent, throwing its new H and C series engines massively into loss. This remains a very controversial

decision. Schacht, a graduate of both Yale and Harvard and who has worked at Cummins for 27 years, concedes there were some cold feet among the company's "collegial" style management about the move. But he says: "We ran out of time. We had to do it." The Japanese, engine makers, says Schacht, were trying to get a foothold in the North American loose engine market. Navistar (then International Harvester) was trying out Komatsu engines in its trucks. Ford was running Mitsubishi engines.

Critics of Cummins' price policy say the Japanese would not have got anywhere because, they say, that US truck owners would not have bought engines from companies which had no servicing track record in North America. In any case, Cummins dropped its prices too far, the critics argue. Schacht says this is not the case. "The truck makers were saying to me: 'Henry, you are going to go with this unless you do something.'"

The yen helped to give the Japanese a cost advantage of at least 30 per cent but Cummins was also way behind in shop-floor efficiency. Its inventory turnover was running at 3.5 times per year as against seven in a typical Japanese engine company. "We had a hundred days more inventory than they did," says Schacht.

Whatever the rights and wrongs of slashing prices, Cummins wreaked havoc in the market and subsequently froze the prices of almost all its engines until the end of 1987, a pretty phenomenal manoeuvre. The 10 litre, for example, was stuck at about \$1,600 per unit during that period.

That price freeze to freeze out the competition obviously hit Cummins' financial performance. It introduced price increases of 3 to 4 per cent in late 1987 and 5 per cent last year.

Aside from that, Cummins seems to have made heavy weather of dismantling and rebuilding its shopfloors. This is never an easy task, particularly when you are trying to increase volume. The company has so far shifted about 50 production lines, half the total of its engine business. Were there ways of doing it more quickly and better? "Oh, I'm sure there were," says Schacht. But in a big rebuilding programme, you only get one chance.

The company was forced into building big inventory mountains of certain components to cover for the periods when the machines that made them were being moved or replaced. These banks of machined components were far larger than the company expected. Despite some recent improvements, the 40 days' worth of inventories last year was about the same as 1983, though their value has rocketed from just over \$200m worth to more than \$450m. Overtime became a substantial cost drain, running at above \$9n a quarter through much of the past two years.

Cummins says some of these difficulties have been overcome. Stock turnover is now running at about 5.5 times per year, a substantial improvement. Overtime was running at more like \$8m a quarter at the end of 1988. "We are beginning to run our lines with the efficiency we hoped for," says Schacht.

The company has certainly hit one of its main targets, protecting its traditional sphere of influence and moving into new smaller power ranges. It has held its market share of the heavy US truck market at 53 to 55 per cent. It is also producing per day about 600 of its B and C series engines. International sales have soared from less than \$450m six years ago to over \$1.2bn last year.

While spending \$180m a year on R&D, partly to cover the effects of new emission regulations on the US, it is still committing about \$175 a year on its capital budget for new plant and re-tooling.

To cover these costs, though, Cummins has flogged off a lot of plant and land and is leasing it back. Its debt ratio is high. "A little too high for a cyclical business," says Schacht. On the financial front, it has clearly failed over the past three years to meet its goal of a 5 per cent return on sales and 15 per cent return on equity.

Schacht says it is now time to share the gain. "In the early 1990s we have to show the benefits. Unless the economy comes unglued then we ought to start seeing now that long term investment can pay off."

The only fly in the ointment, says the company, is the possibility of a very sharp and prolonged downturn in demand for diesels. This might not happen. "If it did happen, of course," says Schacht, "we would be affected just like any other company."

US and UK give different priorities to ethical issues

By Michael Skapinker

Are American managers more ethical than their British counterparts? They are certainly keener on drawing up codes of ethics. American academics also seem to spend more of their time thinking about ethical issues than British ones do.

In the US, there are more than 500 courses in business ethics. Departments of philosophy and theology at colleges and universities teach business ethics, as do most of the country's business schools.

Bodo Schlegelmilch, a lecturer at the University of Edinburgh and a visiting professor at the University of California at Berkeley, says that in America over 50 books have been written on the subject. There are several scholarly journals devoted to the issue, including the Journal of Business Ethics and the Business and Professional Ethics Journal.

In the UK, on the other hand, only a handful of articles have been written on the subject. And far fewer British companies have drawn up codes of ethics than in the case in the United States. Last year, Schlegelmilch sent questionnaires to the 200 largest British companies, asking whether they had codes of ethics. Of the 74 which replied, 42 per cent said they did. Similar research carried out in the US in 1986 found that 75 per cent of respondents had written ethical codes.

There are signs of growing interest in business ethics in the UK, however. In 1987, the Institute of Business Ethics was founded in London and the London Business School began to offer its Masters students a course in business ethics. The Business Ethics Research Centre has been established at King's College, London.

Writing in the European Management Journal, Schlegelmilch says, too, that the rate at which British companies are introducing codes of ethics appears to be increasing. Most of the UK companies which had codes of ethics introduced them after 1984.

He says, however, that British and American codes of ethics do not always address the

same issues. Research in the US showed that the most common subject covered by codes of ethics was the relationship between the company and the government. This included the right of employees to hold public office.

In Britain, issues of this sort were addressed in only 23 per cent of the codes. Schlegelmilch studied. All of the British codes, on the other hand, dealt with the relationship between the company and its employees. Only 53 per cent of the American codes did so.

For the British companies, the most important areas for employee relations were: the community and the environment, which were covered in 65 per cent of the codes; Only 20 per cent of the American companies dealt with environmental affairs. Thirty-five per cent dealt with civic and community affairs.

The community sections of the British codes included the companies' attitudes towards donations to charities and the unemployed. Boots' code of ethics described the work of the Boots Charitable Trust set up to "exercise an independent judgment in supporting a large number of charities in a wide range of activities."

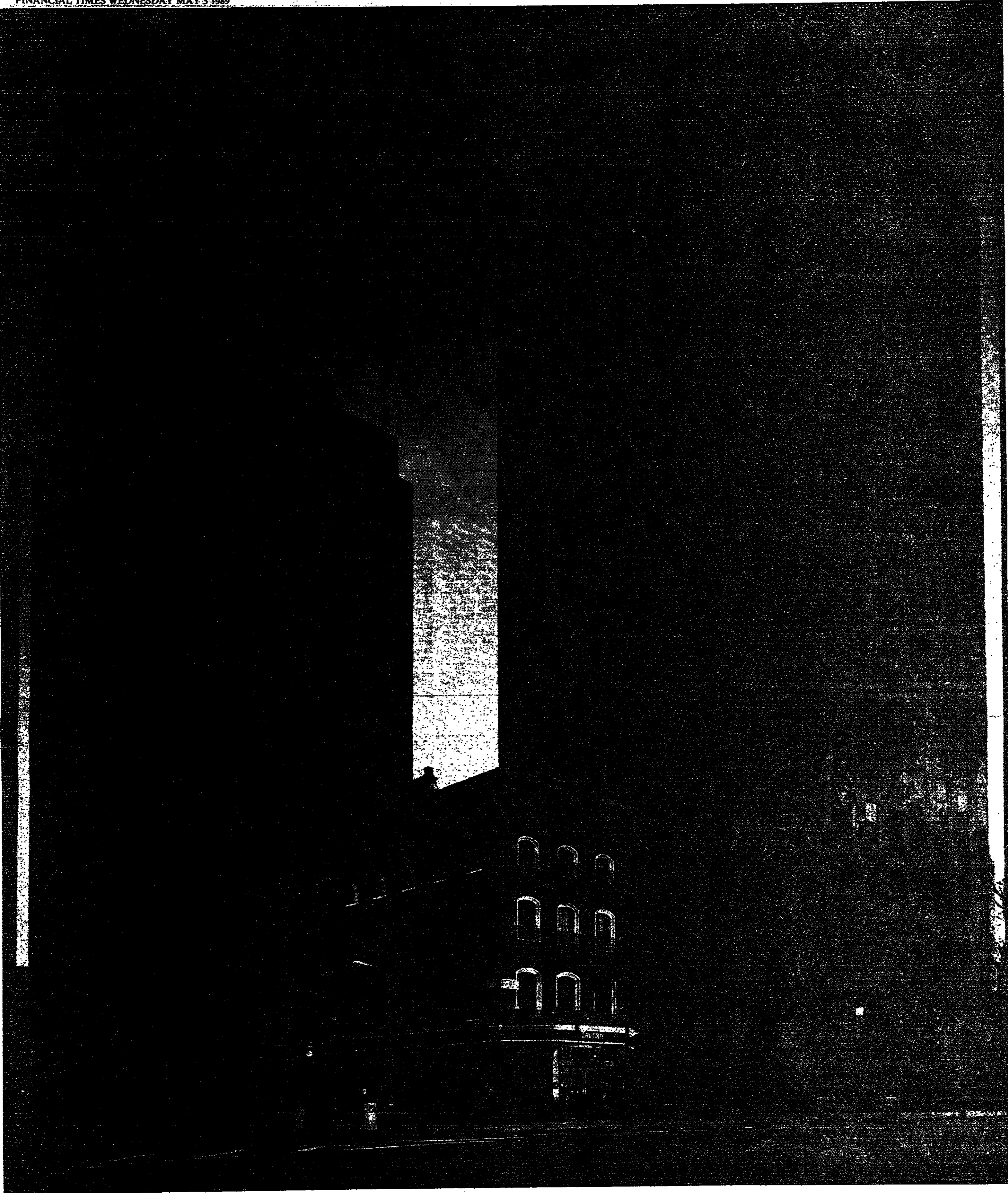
American companies, on the other hand, appeared to devote more attention to ensuring that their codes of ethics had some effect. As many as 44 per cent of the American companies with codes carried out audits of their record on equal opportunities, safety at work and the protection of the environment. Only 13 per cent of the British companies with codes said they did so.

The British companies were also less likely than the Americans to run training programmes on business ethics. Schlegelmilch concedes that the issue which still has to be addressed is whether having codes of ethics makes companies behave more ethically. He points out that among the American business schools which teach business ethics are some whose alumni have been convicted of criminal practices.

European Management Journal, Volume 7 Number 1.

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**It survived the Luftwaffe. It survived the property developers.
It may not survive the Monopolies Commission.**

Are we serious? Unfortunately, we're deadly serious. Having survived the blitz and the bulldozers of the 50s and 60s property boom, thousands of pubs could come to an ignominious end at the hands of the Monopolies Commission.

Because recent proposals put forward by the Monopolies Commission suggest limiting the number of pubs any one brewer can own to 2,000.

This means that thousands of pubs will have to be sold off.

Irrespective of their history, the ones not economically interesting enough to other brewers could cease to exist as pubs.

The vast majority of brewers, both large and small, as well as landlords, and even financial experts, are firmly opposed to these proposals.

Lord Young, Secretary of State for Trade and Industry, is currently considering whether or not to recommend the Monopolies Commission's report to Parliament.

The Great British Pub is an institution that deserves to be preserved. If you can't imagine life without your local, don't sit back and watch it die.

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TECHNOLOGY

The competitive advantage of a pristine frame of mind

Ian Rodger explores the link between the scrupulous cleanliness of Japanese workers and successful semiconductor production

Cleanliness is all important when it comes to manufacturing semiconductors and the Japanese are well known for their meticulous ways. But it was nevertheless startling to read in a recent magazine article a theory that the current superiority of Japanese producers over their US and European competitors in volume chip production is in part due to workers being infused with traditional Japanese Shinto purification rites.

The traditional Japanese mind, and the time-honoured everyday practices based on that mind, have begun to be recognised as major factors in precision manufacturing. Shigeo Oyama of the Research and Analysis Center of the Asahi Shimbun newspaper wrote in the Japan Quarterly. He went on to suggest that this was becoming an increasingly important competitive advantage as the miniaturisation of chip circuit designs reached sub-micron dimensions.

Oyama's argument was built largely on the experience of Mitsubishi Electric (Melco) in dealing with contamination problems in chip manufacture. Melco has acquired a considerable reputation in clean room technology, largely based on the work of Takaaki Fukumoto, manager of the contamination control technology

group at the company's semiconductor research and development laboratory at Osaka.

Fukumoto, or Dr Clean as he is known, does not share Oyama's view of the relationship between Japanese religious traditions and precision manufacturing, but his and Melco's experience provide other explanations for Japanese success in this area.

Fukumoto achieved his fame in 1983 when Melco built a semiconductor plant on the coast of Japan's Shikoku island. The Sajo plant was - and still is - extraordinary among chip plants for two reasons, both related to contamination control.

First, it was built on reclaimed land at the edge of the sea. Until then, chip makers had kept their plants away from the sea to lessen the risk of airborne salt contamination. However, Fukumoto tackled the problem head on, working out a series of measures to eliminate the contamination.

For example, the top soil where the plant was to be built was removed to a depth of 50 cm and replaced with "pure" soil transported by lorry from inland. The building itself was frequently washed during construction and special care was taken to make tight joints. An elaborate filtration system was designed to extract the salt from air entering the factory.

Melco officials turn shy

when asked why they did not simply build the plant on a less hostile, inland site. The decision seems to have had something to do with the company's relations with Shikoku Electric Power. The utility buys a lot of Melco electrical generating equipment, one official explained. The Melco factory is located in an industrial estate adjacent to a Shikoku generating station.

The second extraordinary feature of the Sajo plant is that production is almost totally automated. Fukumoto says that in conventional chip plants, lint from workers'

own types of contamination. However, Kiyoshi Hosomi, manager of the Sajo plant, says that machine-created dirt is at least predictable, and the company has been able to redesign much of the machinery to minimise the problem.

Hosomi also says that automation has helped to improve chip quality in other ways. For example, production machines are constantly monitored by computers and so faults can be detected and corrected more quickly than in a conventional plant.

He claims that even excluding the improved cleanliness,

per cent. The yield on a second line, which began producing 1 megabit (Mbit) D-Rams in 1988, is a commercial secret, but Hosomi says it is better than the Japanese average.

Despite the high level of automation, both Fukumoto and Hosomi emphasise the continuing importance of human cleanliness. Fukumoto says that almost all of the contamination in the Sajo clean rooms now comes from process equipment and process reaction residues, but the proportions could change dramatically if human discipline slipped.

Also, as the industry develops ever more densely packed chips - 4 Mbit D-Rams are now being introduced - cleanliness standards will have to rise. At Sajo, the 256k line is at the so-called level 100, which means that fewer than 100 particles of dust larger than 0.3 microns can be found over an area of one square foot. The 1 Mbit line is at level 10.

As at other chip plants, workers at Sajo must change their clothes before entering the clean room. They must also take showers, refrain from scratching themselves and are even taught to walk in a way that does not stir up dust. If tools are dropped, they are told not to pick them up for fear of getting dirt on the tool on their hands.

A small group of workers -

all female - has been trained as inspectors to make sure that procedures are followed. They have the power to halt production if they feel that something is amiss. Fukumoto says Melco chose women for this role because it thought they would be less shy than men about bullying fellow workers.

Fukumoto and Hosomi agree that none of these practices is peculiarly Japanese or beyond the capability of European or US chip plant engineers and workers to achieve. However, they believe that the emphasis they place on worker cleanliness has been an important factor in their superior production record.

They say that the scale of chip making has reached a level where it is no longer possible to control factors by sight or touch. Thus, it is important to find ways to convince workers that cleanliness makes a difference. Otherwise, they will become bored with the process and take short cuts that, to them, do not seem to make any difference.

"We use a lot of microscopic equipment to show our people. We try to keep the rest of the factory clean so they will realise that we think cleanliness is important," Hosomi says.

Fukumoto is more outspoken: "American engineers should work harder on improving mass production and publish fewer scientific papers."



Workers must shower, refrain from scratching and walk in a way that does not stir up dust

clothes, dandruff from their hair and dust stirred up from the floor as people cross it accounts for over half of the contamination. Thus, he reasoned that the problem would be substantially reduced if the people were removed.

Of course, automation has not totally eliminated them; the number of workers in the clean rooms is about 50 per cent lower than in a conventional factory. Also, the robots and automated guided vehicles that fill the factory cause their

the automation has proved cost effective. "When you start a semiconductor plant, it takes a long time to build up the yield to a satisfactory level. The speed of build-up was much faster here, mainly because the human factors were smaller," he says.

He claims that the line which is producing 256k D-Ram (dynamic random access memory) chips, is now getting "very close to 100 per cent" yields, compared with a Japanese industry average of about 70

The recording industry would do anything to prevent us stealing in the privacy of our own homes - by copying records and cassettes on to blank tapes. Not only is it illegal, but it loses the industry about 100m album sales a year.

Not surprisingly, the industry views this infringement of copyright as a global scourge resulting in huge hidden losses. As the prime offender, it is on the watch for ways to prevent it.

The British Phonographic Industry (BPI) - formed to deal with legal and copyright problems - says that the UK Government has failed to attack the problem at source.

The BPI was disappointed that the 1988 Copyright Act failed to impose a levy on blank tape. And it has accused the Government of a "laissez-faire attitude" in the face of foreign commercial interest.

A legal way to tape a medley of party music

Every blank tape sold in the UK is of foreign origin, over half of them from Japan.

But as more and more albums are copied on to unlicensed blank tape, a UK record company is funding the development of a machine intended as an antidote to the epidemic of home taping. The invention, which offers a legal alternative, is called Personics, and Thorn EMI is the largest shareholder in the company of the same name.

Charles Garvin, founder of California-based Personics, says that the system "answers the consumers' desire to purchase exactly the songs they want, while combating the record industry's annual loss of billions of dollars to home taping. We see ourselves as a technological complement to what the record

industry is trying to do legislatively."

Personics offers the customer a "personalised" cassette, which means he or she will not have to spend hours fiddling around at home making his or her own tapes.

In order to create a party or gift tape, the customer goes to a "participating store". Having perused the Personics' Music Makers monthly catalogue of 4,000 titles supplied by US labels, the customer makes his selection.

He fills out an order slip with his choice of songs - totalling 90 minutes or about 25 tracks - and hands it to the assistant, who programmes the Personics computer. The machine records the chosen tracks from discs on to a blank cassette at high speed and prints

out the label. The customer pays between 50 cents and \$1 for each track.

The machine is essentially a jukebox, the size of a small fridge, with optical disk storage. The jukebox is loaded with Personics CDs, each of which contains between 50 and 75 tracks. The material is stored in digital form, using a process based on a Dolby (adaptive delta modulation) system designed for satellite broadcasting. It is one of the few technological licences Dolby has granted.

"Adapting Dolby's technology to Personics' storage and retrieval system was the challenge met and conquered by us," says Tom Sharples, engineering vice president. A Nakamichi recorder and a laser printer are at the heart of the

process, but the rest of the Silicon Valley/Japanese technology, which took five years to develop, is a trade secret.

The system also provides a way of working out royalty payments, which makes it popular with record companies (six of the US industry's biggest concerns supply music to the Personics system). It does this by keeping a record on microchip of the tracks chosen by the customer.

When these details are added to a list of song matches that the customer listened to while making his selection, it becomes potent marketing information. Companies can analyse the data before deciding, for example, whether to re-release an old hit or which album track to release as a single.

Personics was launched in December in California and rapidly built up to 5 per cent of sales in retail stores. The system is due to be launched in Canada this autumn and Thorn EMI is keen to see it in UK stores, although it is not clear when this will happen.

The British reaction has been muted so far. John Waller, head of the product department of Phonogram records, says Personics is "quite outrageous. It does not break any new ground or build up an audience for an artist. People know what they like and they like what they know."

The BPI, however, is prepared to welcome anything which increases industry control over the way in which music is distributed. "Personics is a live industry topic right

now," says the BPI's Peter Scapling, "but in 10 years' time we won't need it. There will be satellites whizzing around controlling the whole of recorded music and people will only be able to listen on subscription."

Meanwhile, the scourge of piracy taping is being exacerbated by technological advances. The recordable compact disc has been developed in Japan by Taiyo Yuden, the electronic components and magnetic tape manufacturer. But it will not be available to home users until the question of copyright protection is resolved.

This follows hard on the heels of digital audio tape (Dat), which allows perfect copying of CDs on to equally high quality tape. The introduction of Dat is also on pause until arguments about high prices and piracy are solved.

Rachel Johnson

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FINANCIAL TIMES
ECONOMY BUSINESS & FINANCE

ARTS

TELEVISION

How Lucy set the ball rolling



John Graham-Hall and Patricia Kern

Albert Herring

COVENT GARDEN

Peter Hall staged Britten's comic opera for Glyndebourne in 1985 and '86, to universal admiration.

Lucy Black, chunky woman 5ft, but exudes plenty of sympathetic intelligence too.

One hopes that this young actor will not find it a heavy cross to bear.

There had, of course, been half-hour television comedies before *I Love Lucy*.

Early in 1951 Arnez and Ball went to New York to make a pilot for a television sitcom.

They made the pilot for *I Love Lucy* on the west coast of the US because that is where they were, and they shot it on three movie cameras.

CBS, whose headquarters, like the other networks, was in New York, liked the pilot and asked for a series.



Lucille Ball: got the formula right

the inaugural address of a new president (Eisenhower) managed 29 million.

The Flight of the Firebird

BARBICAN MALL

Under the above title, Michael Tilson Thomas and the London Symphony are honouring the Russian 'Five'.

I heard more of his sketches on the radio, I think, than the original.

from The Flery Angel to the Fifth Symphony, the LSO attacked it with due fury.

A BBC Symphony Orchestra invitation Concert, or more factually, a public recording session.

Its brief span lively concertante elements for piano and violin.

I love France, I love dance, but ah, how seldom do I love the two in combination.

with no sense of development. What human contact there is consists solely of aggressive demand.

sizes as frames for parts of the body: profiled heads with square black halos or drooly isolated legs emerging through black walls.

ARTS GUIDE

WHAT INVESTORS SHOULD KNOW ABOUT THE SWISS STOCK MARKET NOW. As international investors know, prices on the Swiss stock market continue to be low in comparison with other major stock markets.

THEATRE London Franca Dorigo (Cottelale). Wonderful production of Lope de Vega classic by Cheek & Jones.

A must for yuppies (579 6107, cr 741 8898). Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera.

Simon Callow again directs with out smoothing any of the Northern English edges that retain an authentic touch.

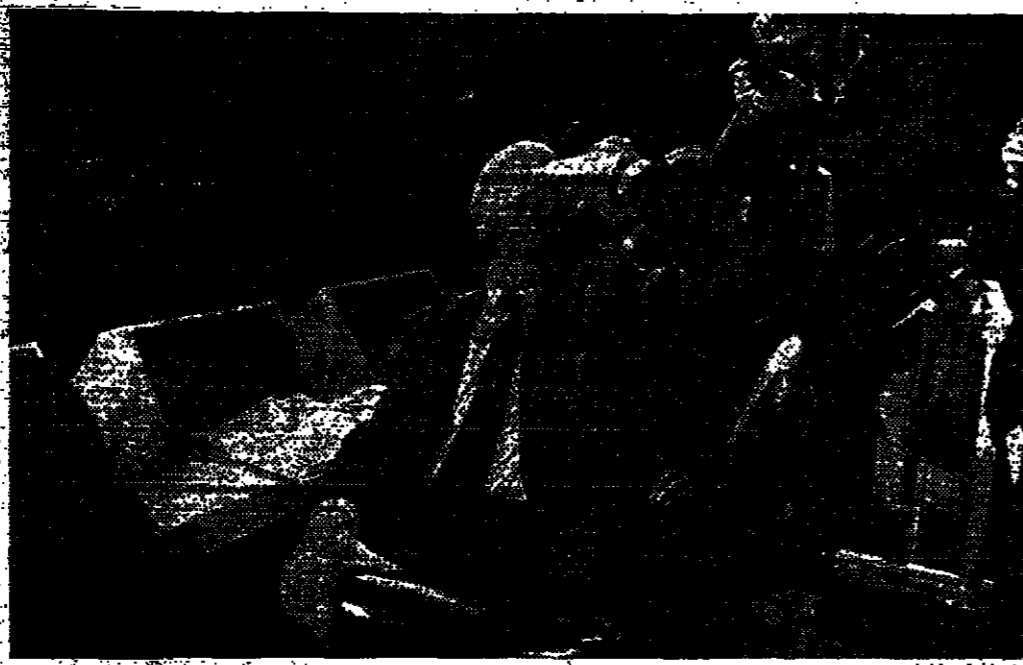
Sophisticated Ladies (Kennedy Centre Opera House). The first Soviet-American co-production of a Broadway musical features an energetic cast.

Beatrice and Benedict FESTIVAL HALL Or, Beatrice et Benedict: for Saturday's performance by the Academy of St Martin in the Fields played the opera-comique both ways.

David Murray

David Barchard on the problems which deregulation poses for UK building societies

To the financial observer, the annual conference of the Building Societies Association...



Eye on the future: Sir Campbell Adamson, chairman, at Abbey National's flotation meeting

Seeking survival in demanding times

Looking Abbey National will be a severe blow to the movement simply in terms of numbers...

will only get us to the starting grid where we are able to compete on equal terms with the rest of the market...

current account, agreed. "Conversion is not an end in itself and at the moment we feel we have the ability to do all the things we want to do as a mutual," he says.

branch networks of more than 50 - not the very largest societies, but those in the next tier. Several City analysts predict a steady drift among these societies to conversion...

Community care Radical medicine that gives value for money

By David J Hunter

Pressure is mounting on the UK Government to deliver its long-awaited response to the report on community care produced over a year ago by its health adviser, Sir Roy Griffiths...

The reason for Sir Roy's inquiry being set up in the first place, this will need to be backed up by mechanisms to ensure that local plans fulfil nationally agreed criteria...

the quid pro quo for giving local authorities a lead agency responsibility. Moreover, the new role will demand different skills and expertise from those currently available to SSDs...

LETTERS

The Minorco-ConsGold takeover

From Mr J.B. Rathbone. Sir, Since last Wednesday, April 28, the situation with regard to the Minorco takeover of Consolidated Goldfields...

panies, and along with the rest of the shareholders I am never asked how the insurance companies should vote on these matters...

agree with my sentiments. J.B. Rathbone, Wynqare, Lansford Hill Road, Worplesdon, Surrey

Sanctions in South Africa

From Mr N.J.R.J. Mitchell. Sir, Mr Bell (Letters, April 26) calls for intensified pressure on South Africa...

Electricity costs could drop

From Mr Michael Spicer MP. Sir, Mr Peter Kreamer (Letters, April 25) claimed that competition in electricity generation would result in higher, not lower, electricity prices from the major suppliers...

growing and forecast to continue, and major investment in replacement plant will be needed.

possals will prevent. Competition in any market leads to greater efficiency and better value.

Elections in Bolivia

From the Bolivian Ambassador. Sir, I must correct the statement in Robert Graham's article (April 17) that in Bolivia over the past 150 years there has been no democratic transfer...

'It works very efficiently in Venice'

From Mr J.A.J. Barry. Sir, I was interested to read Rachel Johnson's article (April 24) about the Thameside river bus. It deserves to succeed, but the existing service needs to change in particular...

non-stop service from one terminal to another. This works very efficiently in Venice.

manoeuvre, and cheaper to run. The service must be extended further west so that more commuters can use it.

More and more plastic is being used in cars these days. But plastic rubbing against plastic gives the same squeaking sound that mice produce.

To solve this problem, silicone oil was added to the plastics. But that had an unfortunate side-effect. It meant that you couldn't achieve deep, bright colours.

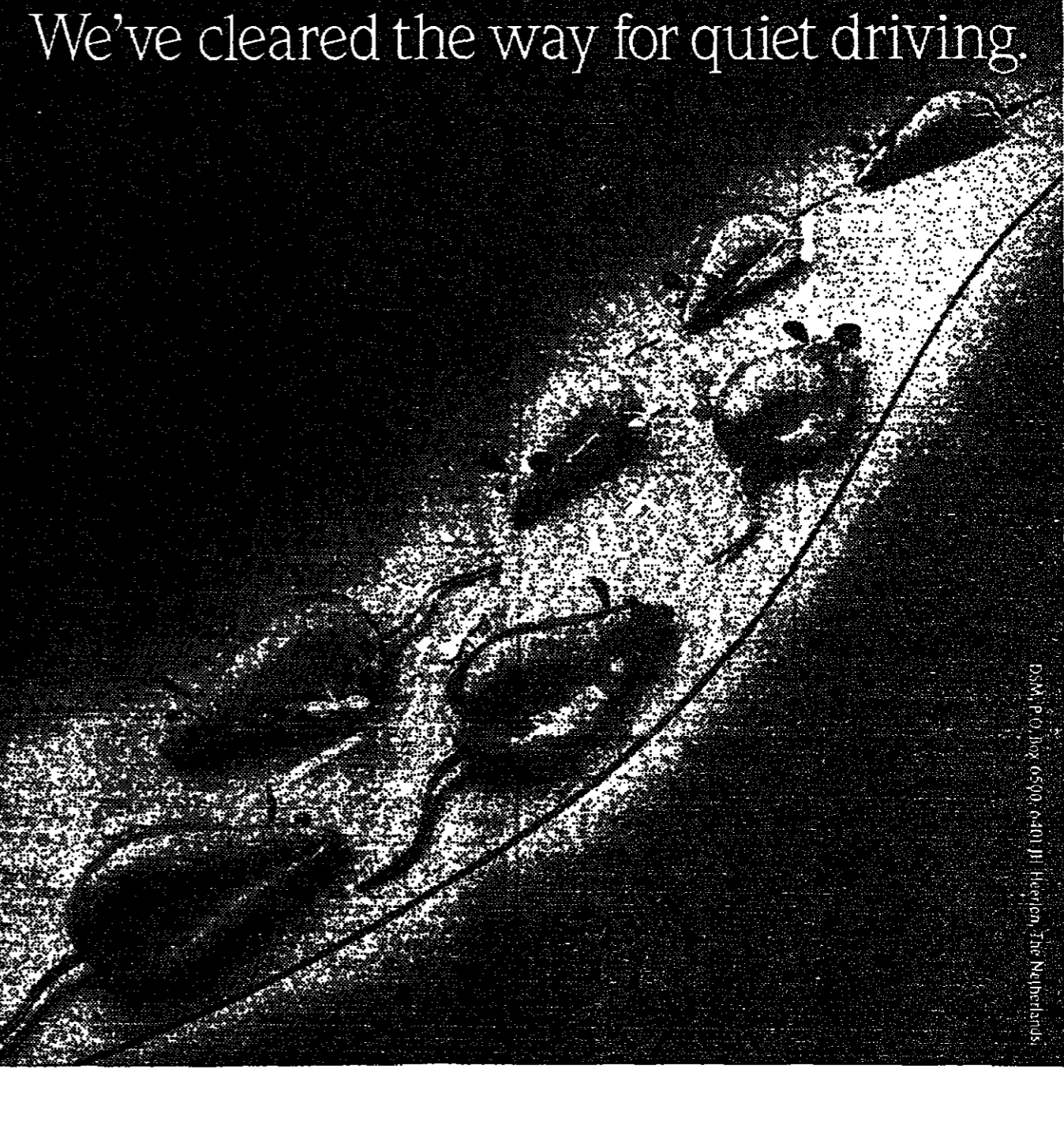
The oil came to the surface and caused a dull mat layer. At DSM, one of Europe's largest chemical companies, we found the ideal solution. Our researchers developed a special plastic which met all the requirements.

It can be given any colour - exactly. It is impact-resistant, retains its colour, has an extremely long life, and can stand up to heat. Welding, painting, and gluing offer no problems. And that irritating squeak - for that's what it was all about - simply doesn't occur.

So, although you will find more and more plastic in your car, you will now also find more peace.



If we don't have a solution, we find one.



We've cleared the way for quiet driving

INTERNATIONAL COMPANIES AND FINANCE

Holderbank to manage US plant

By William Dullforce in Geneva

HOLDERBANK, the Swiss-owned group which is the world's leading cement producer, yesterday reported a 22 per cent climb in 1988 net earnings and announced it was assuming management responsibility together with a takeover option for BoxCrow, the most modern cement plant in the US.

The Swiss company's consolidated net earnings reached SF353m (\$214m) in 1988, achieved on revenues of just over SF4bn, up by 8.7 per cent over 1987.

Holderbank Financière Glaris, the Swiss holding company, posted an 11.3 per cent increase in net profit to SF65.2m. The board plans to raise dividends from SF100 to SF115 per bearer share, from SF20 to SF23 per registered

share and from SF10 to SF11.50 per participation certificate.

Holnam, the group's holding company for North America, has agreed in principle to enter into a 10-year takeover option agreement with the financially troubled BoxCrow Cement Company of Texas, and its creditors. The agreement should be finalised before the end of May.

Under its terms Holnam will be able to acquire the assets of the BoxCrow plant at any time during the period. However, management responsibility, covering all technical operations and marketing, is being transferred immediately to Ideal Basic Industries, a Holderbank company in Denver, Colorado.

Commissioned in 1987, and

just under 50km south of Dallas/Fort Worth with an annual capacity of 1m tonnes, Box-Crow is the largest and most modern greenfield cement plant in the US.

It was intended to serve northern and eastern Texas and southern Oklahoma and to supply cement for the US Department of Energy's nearby Super-Collider project, but ran into marketing problems.

Holderbank said the agreement with BoxCrow reinforced Holnam's strategic position in the US and offered excellent opportunities for improving services to present customers.

Currently Holnam has an annual cement capacity of 13.2m tonnes in North America, making up roughly 30 per cent of the group's worldwide output. Holderbank said it

would take time to assess Box-Crow's long-term prospects before deciding whether to exercise its option.

In 1988 the move towards vertical integration within the group was emphasised by the purchase of smaller companies in gravel, ready-mixed concrete and construction chemicals.

Shipments of clinker and cement rose by 1.9 per cent to 34.6m tonnes. Deliveries of aggregates were up 12.4 per cent to 22.8m cu metres, while sales of ready-mixed concrete climbed by 7.7 per cent to 7.2m cu metres.

A cash flow of SF860m, up by 10.2 per cent, was generated on the SF45bn turnover. Total investments, at SF416m, were 29 per cent higher than in 1987, with fixed assets accounting for SF363m.

De Beers confident on OFT probe outcome

By Kenneth Gooding, Mining Correspondent

THE UK Office of Fair Trading appeared to be in no particular hurry to complete its preliminary investigation to determine whether the activities of the De Beers diamond cartel should be referred to the Monopolies and Mergers Commission. Mr Julian Ogilvie Thompson, chairman of De Beers Consolidated Mines, the South African group, said yesterday.

The activities of De Beers' Central Selling Organisation, which from its London base accounts for more than 80 per cent of the worldwide trade in rough (uncut) diamonds, were drawn to the attention of the OFT in February by Consolidated Gold Fields, the UK mining group currently fighting a bid from Minorco, a Luxembourg investment company in which De Beers is a major shareholder.

Mr Ogilvie Thompson said: "We are confident that nothing will come of it. If anything does, we will have to have another plan. But we think it is a most unlikely outcome."

The CSO had no plans to move its operations away from the UK. He said De Beers was confident it could persuade the OFT that the diamond cartel - which he described as "a producers' co-operative with a buffer pool" - did not operate against the public interest.

Mr Ogilvie Thompson also disclosed that US investigators, from the General Accounting Office, had visited the CSO in London after a suggestion that the US should apply sanctions against South African gold and diamonds.

He said nothing had been heard from the US authorities since the visit six weeks ago. "I think the whole question of sanctions on diamonds is almost certainly impractical and would be unlikely to hurt the country it was directed at and would cause great problems in other producer countries and in (diamond) cutting centres. One hopes that common sense will prevail."

Mr Ogilvie Thompson was in London for the publication of the De Beers annual report.

UK to write off £110m of debts at Mersey Docks

By Ian Hamilton Fazey in Manchester

THE UK Government is to write off £110m (£86m) of repayable grants and £1.5m of loans owed by the Mersey Docks and Harbour Company in a major capital reorganisation announced by Robert Fleming, the company's merchant bank, yesterday afternoon.

At the same time, the company's redeemable unsecured loan stock - which accounts for 80p of each £1 unit of stock now - will be capitalised into 60m new ordinary shares and a dividend of 4.16p per share will be payable in the current financial year. The dividend

will be the first since the Government had to rescue the company from collapse in 1970. Under the rescue package, dividends were not allowed while the company was still in debt to the state.

The capital reorganisation has to be approved by shareholders at a meeting on May 30. However, the Government has already said it will vote its own 20.67 per cent in favour and shareholders are thought likely to follow suit.

The Government also indicated yesterday that it would sell its holdings - in effect, fully privatising the company.

The price of the company's stock rose from 67sp per unit to 70sp within an hour of yesterday's announcement, making the Government's share of the 20m units worth £20m.

The Government will almost certainly receive more than this because the price is likely to rise further. Disposal will be orderly to take best advantage of market conditions.

Yesterday's announcement also revealed that Mr David Abell has resigned as a director of Mersey Docks. Mr Abell is involved in an investigation by the Department of Trade and Industry.

OK Bazaars up despite slower second half

By Jim Jones in Johannesburg

OK BAZAARS, one of South Africa's three largest supermarket chains, lifted sales and profits in the year to March 31 1989, but has reported significantly slower second-half growth in the wake of credit curbs, higher interest rates and surcharges on imported goods.

The year's turnover rose 19.4 per cent to R3.73bn (\$1.47bn) from R3.12bn, but the directors say sales increased 22 per cent in the first half and only 17.2 per cent in the second. The year's operating income before tax and finance charges was R67.1m against R53.6m.

Sharply higher interest rates resulted in an increased interest bill and the pre-tax profit rose to R43.2m from R38.7m.

The directors expect little or no growth in the disposable incomes of South Africa's lower and middle income groups this year, but see some improvement in the group's trading performance, provided the monetary authorities do not impose unreasonable fiscal and monetary restraints.

Earnings per share rose to 195 cents from 162 cents. The year's dividend has been lifted to 103 cents from 96 cents.

OK Bazaars is controlled by South African Breweries, the diversified group.

Fivefold profits rise at Elkem

By Karen Fosell in Oslo

ELKEM, the big Norwegian light metals group, yesterday posted a fivefold increase in first-quarter profits before extraordinary items to NKR431m (\$63m) from NKR79m in the same period last year.

NKR25m of the rise is attributed to a change in accounting for extraordinary items. Group turnover in the period rose to NKR2.68bn from NKR2.16bn.

Elkem said markets for its main products rose steadily and world steel production, the largest consumer of ferro-alloys, increased by 4 per cent in the first three months. Prices for ferro-silicon and manganese alloys in the period were between 5 and 10 per cent

higher than in the comparable period last year, while average prices for aluminium products increased by nearly 15 per cent over 1988 contract price levels.

Last year Elkem implemented measures to increase productivity by NKR700m annually for both 1988 and 1989. Group net interest bearing debt is forecast to be reduced to NKR3bn this year from NKR3.4bn, while equity is expected to rise to 30 per cent of total assets from 25 per cent.

Restructuring of the industries division continues and Elkem said it was seeking to divest from its garden equipment and hand tools business.

In addition, divestment from its 50 per cent shareholding in

Elkem-Rockwool, a joint venture with the Danish Rockwool concern, which produces insulation materials, is also under consideration. Elkem stressed it has no intention to merge with Orkia Borregaard, the Norwegian industrial group which lifted its stake in Elkem to 27 per cent last month.

● Saga Petroleum, Norway's largest independent oil company, has received board approval to launch a NKR500m subordinated convertible bond issue, to split each share into four to establish a "B" class of shares, and to split "A" shares into two classes of "free" and "restricted" for separate quotation on the Oslo stock exchange.

Hoechst 23% ahead in first quarter

By Peter Marsh in Frankfurt

HOECHST, the big West German chemicals group, yesterday reported a 23 per cent increase in pre-tax profits for the first three months in 1989, underlining the buoyant state of the whole West European chemical sector.

The company's taxable profits rose to DM1bn (\$632m) from DM690m in the first quarter of 1988. Sales were DM1.1bn, compared with DM9.8bn, a rise of 12 per cent.

The company said 1989 had begun well with a rise in demand affecting all its product sectors. Industrial chemicals and commodities plastics had performed especially well.

Hoechst said it had been especially pleased by its sales growth in the US, Canada, Japan and Australia.

The company said that the current favourable business conditions in the chemical industry, which over the past

two years have restored the business in Western Europe to health after a poor period at the beginning of the 1980s, showed no sign of a downturn.

● Degussa, the West German metals group, intends to buy the industrial measurement and control systems division of the auto instruments maker, VDO Adolf Schindling, in an effort to strengthen its activities in this area. Terms were not disclosed.

Strong start to year at DSM

By Our Financial Staff

DSM, the Dutch chemicals company which is being privatised in stages by the Netherlands Government, nearly doubled first-quarter net profits from F1 150m in the 1988 period to F1 297m (\$140m).

Pre-tax operating profit rose to F1 423m from F1 329m, reflecting "persistently favourable trading conditions" while turnover increased to F1 2.77bn from F1 2.46bn. There were no extraordinary items in the current period, compared with a

Thomson-CSF to sell control of ABG-Semca

By Paul Betts

THOMSON-CSF, the French state-controlled defence and electronics group, has agreed to sell its controlling stake in ABG-Semca, specialist in air conditioning equipment for the aerospace industry, to a partnership between the West German Liebherr group and Inter-technique of France.

The agreement, if approved by the French authorities, will lift Liebherr's stake in ABG-Semca from 40 per cent to 66 per cent, while Inter-technique will acquire a 33 per cent stake.

The deal is the latest example of the rationalisation and concentration taking place in niches of the European aerospace industry. It will link three of Europe's main suppliers of aerospace air conditioning equipment.

ABG-Semca is the largest French manufacturer of air conditioning and pressurisation systems for the industry with annual sales of FF385m (\$62.2m) and a staff of 540. The company had already forged industrial links with Liebherr, jointly developing the air conditioning system for the Airbus A320.

Liebherr's aerospace components activities had total sales of DM202m (\$107m) last year. Inter-technique's aerospace activities had sales of FF767m last year.

Chargeurs clinches Spontex deal

By Our Financial Staff

CHARGEURS, the French transport and media group, has agreed in principle to sell its Spontex cleaning materials unit to a consortium led by Hutchinson, a French producer of rubber and plastic goods that is 80 per cent owned by Total-Compagnie Francaise des Petroles, the state-controlled oil company.

Chargeurs declined to give financial details of the deal. A previous FF1.1bn (\$178m) offer for Spontex by Minnesota Mining and Manufacturing (3M) of the US was blocked by the French Government in March. Hutchinson is primarily a condom maker.

First quarter was F1 8.50, against F1 4.30 last year.

DSM said the first quarter's favourable trend had carried on beyond the period. But the recent oil price rise and its possible impact on important raw materials, as well as the development of the economy, presented uncertainties.

Many analysts had expected first-quarter earnings around F1 200m, with even the highest forecasts falling well short of the first-quarter result.

All these securities having been sold, this announcement appears as a matter of record only. April, 1989

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Agent

Chemical Bank, London Branch

April 1989

CITICORP

INTERNATIONAL COMPANIES AND FINANCE

New Zealand Lion moves into new territory

Dai Hayward on the brewing group's plans to lift foreign sales, starting with a new pub in London

On May 17 Lion Nathan, New Zealand's largest brewing and hotel group, will open a "New Zealand" pub in Parsons Green, London...

Explaining the concept of producing premium beers to be sold at a premium price, Mr Myers pointed to the wine industry...

London will be repeated in other cities over the next few years. In Australia, sales of fine lager beer increased by 91 per cent last year...

Britain's ale drinkers, but a sales agreement with Bass Charrington, the UK's biggest brewer, is expected to lift sales fivefold by 1990...

Foreign consumption of Steinlager has expanded by 23 per cent each year for the past three years. A deal with Japan's second largest brewer, Asahi, to distribute the brand throughout Japan is expected...

Mr Myers, whose family has been associated with the New Zealand brewing industry since 1860, held 30 per cent of the shareholding before the merger...

Under the new structure, Mr Myers holds 21 per cent of Lion Nathan, L.D. Nathan holds 16 per cent, and Heinekens NV - through Malaysian Breweries - has 14 per cent...



Nestlé S.A., Cham and Vevey (Switzerland)

The shareholders are hereby invited to the 122nd Ordinary General Meeting to be held on Thursday, May 25, 1989 at 3.00 p.m. at the "Palais de Beaulieu" in Lausanne (Switzerland)

- Agenda 1. Approval of the 1988 Accounts and of the Directors' Report. 2. Discharge of the Board of Directors and of the Management. 3. Decision on the appropriation of the net profit. 4. Statutory elections.

The holders of bearer shares may obtain their admission card (with a proxy) at the Company's Share Transfer Office in Cham not later than Monday May 22, 1989 at noon.

The 1988 Annual Report, containing in particular the Nestlé S.A. Directors' Report, as well as the Board's proposals regarding the amendment of the Articles of Association...

The holders of registered shares whose names appear in the Share Register will, within the next few days, receive the invitation to the General Meeting...

Shareholders are requested to address any correspondence concerning the General Meeting to the Share Transfer Office of the Company in Cham (Switzerland).

Cham and Vevey, April 24, 1989

Foreign banks buy 25% of XIB

THREE FOREIGN banks have bought a 25 per cent stake in Xiamen International Bank (XIB), China's only joint venture bank...

ANI shares drop below offer price

By Chris Sherwell in Sydney RENEWED investor concern over Australia's National Industries (ANI), the large engineering group...

before Mr Packer's offer collapsed. Mr Packer is not buying so that his offer will look more attractive. Last night GPI Leisure was said to be talking to the NCSB...

INTERNATIONAL COURIER & EXPRESS SERVICES The Financial Times proposes to publish this survey on: JUNE 28 1989

VOGELSTRAUBILT METAL HOLDINGS LIMITED (Incorporated in the Republic of South Africa) ("VOGELS")

FORD CREDIT CANADA LIMITED U.S. \$50,000,000 Subordinated Floating Rate Notes due 1989

FUTURE OF EUROPEAN CAPITAL MARKETS The Financial Times proposes to publish this survey on: 26th May 1989

BOSTON INCOME INVESTMENT FUND, INC. 41, Boulevard Royal Luxembourg R.C. LUXEMBOURG B 2255

NORWEST CORPORATION U.S. \$100,000,000 Floating Rate Subordinated Capital Notes due 1998

HINDALCO set for Rs500m gain By Gita Piramal in Bombay FOR HINDUSTAN Aluminium Corporation (Hindalco), the sheen is back on aluminium.

BOSTON LIBERTY MANAGEMENT FUND, INC. 41, Boulevard Royal Luxembourg R.C. LUXEMBOURG B 2255

Notice of Partial Redemption to Holders of Domus Mortgage Finance No. 1 PLC £100,000,000 Mortgaged Backed Floating Rate Notes Due 2014

Australia and New Zealand Banking Group Limited (Incorporated with limited liability in the State of Victoria) U.S. \$300,000,000

Taiwan ministry approves takeover of Heng Lung THE TAIWAN Finance Ministry has approved the Taipei-based Overseas Chinese Commercial Banking Corp's plan to acquire Heng Lung Bank of Hong Kong...

LANDSVIRKJUN U.S. \$60,000,000 Floating Rate Notes Due 2000

Chemical Bank Principal Paying Agent Dated 3rd May 1989

CREDIT FONCIER DE FRANCE U.S. \$200,000,000 Floating Rate Guaranteed Notes due 1998

Notice of Incorporation of the Company to be incorporated in the Republic of South Africa

Notice of Incorporation of the Company to be incorporated in the Republic of South Africa

INTERNATIONAL CAPITAL MARKETS

Taking the tax strain out of foreign mergers

By Norma Cohen

When a corporation's operations and shareholder base straddle several continents, figuring out how to minimise the tax burden, encompassing several conflicting national schemes, is a challenge.

And devising cross-border merger schemes that reduce taxation for UK companies and their foreign shareholders would seem essential for any company wishing to expand beyond its own borders.

For UK corporations, the particular challenge is how to get the most out of advance corporation tax (ACT), a singular tax designed to reward companies for distributing their profits to shareholders rather than retaining them.

The tax works like this: for every £75 (£125) in dividends a company distributes, it pays, say £25 in ACT. Then, when the Inland Revenue tops up the company's tax bill for the year, it deducts the amount paid in ACT. Furthermore, UK-based investors may also claim that same ACT as a tax credit, resulting in after-tax dividends of £100.

However, while the tax offers lots of benefits for UK corporations with largely domestic operations and shareholders, the minute a company expands extensively abroad, ACT loses its charms. For instance, if a company has foreign operations and profits, it may not offset those taxes against the ACT it pays in the UK.

Furthermore, its non-UK shareholders may not claim the ACT tax credit, so the company will actually have to pay out £100 in dividends in order for its foreign shareholders to earn the same returns as its domestic investors.

Now, Morgan Guaranty and Goldman Sachs have designed securities for the planned merger of UK-based Bechem and US-based SmithKline. Bechem claim that they can maximise tax benefits on both sides of the Atlantic, resulting in both higher corporate profits and higher returns for investors.

Furthermore, officials at both firms say the securities need not be used only in cross-border markets. They can be sold as new securities to raise fresh capital outside the domicile of the issuer.

In the case of SKB, the use of the securities allowed Bechem to equalise the after-tax returns paid to shareholders on both sides of the Atlantic. Under terms of the merger, each Bechem share is traded in for one share in the new company plus £1.75 of three-year floating rate loan stock.

Canadian dollar issues enliven light trading

By Andrew Freeman

LIGHT TRADING in Eurobond markets yesterday was enlivened by two issues in the Canadian dollar sector, which aroused contrasting comments from syndicate managers.

INTERNATIONAL BONDS

A C\$125m deal was launched for Shell Canada by Wood Gundy. The five-year bonds came with a coupon of 11 per cent and were priced at 101 1/2 to yield 8.25 basis points over the equivalent Canadian government bonds.

The deal met a favourable reception from traders who said the initial pricing gave nothing away but fell into pockets of investor demand. The lead manager was quoting the price at less than 1.25 basis points inside underwriting fees of 1 1/2 per cent.

By the end of trading, the price had improved to less 1.75 bid, indicating steady demand. Institutional buyers are expected to hold the paper in the short term before it is placed with retail accounts in Europe. There was speculation that the proceeds were finally swapped into fixed-rate US dollars.

A zero coupon C\$75m deal was brought by WestLB Bank for its subsidiary WestLB International (Luxembourg). The five-year bonds were priced at 80.50 per cent on an interpolated yield to maturity, offering some 60 basis points over Canadian Treasuries.

The lead manager said that without the currency option, the launch spread of a similar zero coupon deal would have been around 25 basis points, implying an option value of some 35 basis points. This aroused considerable comment among syndicate officials who said investors should

have been offered a much larger pick-up. However, the lead manager said the deal was partly designed to satisfy specific German demand.

The bonds were quoted at less 1.30 bid, technically inside underwriting fees of 1 1/2 per cent. However, many traders said they were not making a price. The proceeds were swapped into floating-rate US dollars.

Elsewhere, Mitsubishi Finance issued a ¥10.6bn deal for Qantas. The 10-year bonds carried a 6.20 per cent coupon and were priced at 102 per cent. Pre-placement in the Far East makes it unlikely that the deal will be widely traded.

Nomura International was the lead manager of a \$300m equity warrant deal for Furukawa Electric, which came with an indicated coupon of 4 1/2 per cent. The deal was quoted at 104 bid, a sharp premium to the par issue price.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Issuer, Amount m, Coupon %, Price, Maturity, Fees, Book runner. Includes entries for Furdawer SE Co, Canadian Dollars, and Yen.

Final terms: a) With equity warrants. b) Floating rate note. c) Redemption starts November 1992 with 13 semi-annual instalments of 7.625 per cent. d) 100.150p over 3-month Libor. e) Option to redeem bond in D-Marks at maturity at a rate of Dm1.58425 per C\$1.00.

Japan amends rules on issue of CBs

JAPAN'S finance ministry has accepted rules put forward by banks and securities firms to govern the issue of subgen and subprime convertible bonds (CBs), Reuters reports.

Securities firms and banks will have regulations for such issues on those for domestic

unsecured convertible bonds, the ministry said. The rules are effective now but several matters remain to be solved, notably how to decide issue terms and coupons, and disclosure rules.

These matters could be settled as issue requests emerge, the ministry said, but so far there have been no such requests. To issue such instruments, securities firms must have a minimum single-A credit rating. Firms with triple-B ratings will also be allowed if their net assets are above ¥33bn (\$243m).

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Large table with columns: Issuer, Amount, Bid, Offer, Change, Yield. Includes sections for US DOLLARS, STRAIGHTS, VEN STRAIGHTS, OTHER STRAIGHTS, and CONVERTIBLE BONDS.

Table with columns: Issuer, Amount, Bid, Offer, Change, Yield. Includes sections for STRAIGHTS, CONVERTIBLE BONDS, and STRAIGHT BONDS.

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Arranger

J.P. MORGAN SECURITIES LTD.

Agent

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All these securities having been sold, this announcement appears as a matter of record only. April, 1989



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U.S. \$150,000,000

4 1/2 per cent. Guaranteed Notes due 1993

with Warrants

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UK COMPANY NEWS

Pentland buys Miller Enterprises for £6m

By John Ridding
PENTLAND Industries, the consumer products group, yesterday announced that it had acquired Miller Enterprises, holding company for Hanson White, manufacturer of greeting cards, from the Parkfield Group for £5.75m in cash.
 Last year Pentland failed to acquire Parker Pen and suffered a fall in profits because of difficulties at Reebok, the US sports shoe company.
 Analysts said that they have been expecting a number of smaller acquisitions and were encouraged by the move. Lazard Freres raised profit forecasts for the year to the end of December from £55m to £58m, largely reflecting the purchase.
 The full payment depends on Miller Enterprises achieving a pre-tax figure of £740,000 for

the year to the end of April. Pentland will receive £1.77 for every £1 of profit.
 Mr Frank Stewart, Pentland's finance director, said that on the basis of management accounts for the end of March he was confident that the target would be met. Last year Miller Enterprises returned a taxable profit of £579,000 and at the end of April net assets stood at £224,000.
 Pentland intends to make greetings cards and related products into a new division, using Miller Enterprises as the vehicle to make further acquisitions.
 Mr Stewart said that this sector was a potentially high margin area which is currently underdeveloped. He added that Pentland already has the distribution and marketing networks necessary to develop Hanson White's businesses.
 Miller Enterprises had only been part of Parkfield since April last year. According to Mr Chris Davies, director, the company had performed well since purchase but that the expected synergy with its video distribution business was constrained by the increased specialisation within the video market.
 Parkfield stated yesterday that it has also disposed of its two small Irish subsidiaries for £250,000 through a management buy-out. According to Mr Davies, the various disposals reflected the group's decision to concentrate on its core manufacturing and entertainment divisions.
 More importantly, it has just

BSG expands in Australia with A\$12.5m purchase

By Richard Tomkins, Midlands Correspondent
BSG International, the Birmingham-based motor dealer and car parts group, has embarked on a significant expansion of its Australian operations through the purchase of the privately-owned Bryant group of New South Wales for up to A\$12.5m (£5.89m).
 Bryant makes rear light clusters for cars and lorries, and a range of automotive electrical components such as switches and relays. These are supplied both as original equipment and for the after-market.
 The company made pre-tax profits of A\$26,000 in the year to April 1988 and is expected to produce about A\$650,000 for the year to April 1989.
 BSG is already heavily involved in the manufacture of rear lamp clusters in the UK through its subsidiaries Britax Vega in Droitwich, Worcs, and Britax (PMG) in Bridlington, Humberside. The group's existing Australian subsidiaries make car mirrors and child safety seats.
 BSG said the acquisition of the Bryant group would provide it with the opportunity to develop its vehicle lighting activities in the increasingly important Australasia and Far East regions.

Kelsey buys into Europe with purchase of Stannol

By Clay Harris
KELSEY INDUSTRIES, solder maker and roofing contractor, has gained its first continental European manufacturing base through the acquisition of Stannol Lotmittelabrik Wilhelm Paff, a West German soldering materials group.
 Stannol, based in Wuppertal, had been owned by the same family since its founding in 1879.
 Kelsey has paid an initial DM 2m (£245,000) in cash for net assets of DM 1.05m. Additional payments of up to DM 2m are linked to profits in the three years to April 30 1992.
 Mr Roy Samways, Kelsey's group chief accountant, said the UK company had been looking for a continental manufacturing base for some time,

preferring West Germany because of the country's strong electronics industry.
 Kelsey already sells British-made soldering products into West Germany through its Multicoore Lottechnik distribution subsidiary. It plans to retain separate German sales forces for the two brands, Stannol and Multicoore - but administration will be merged.
 In 1988, Stannol reported pre-tax profits of DM 73,000, less than in the previous two years because of the costs of building and equipping a new factory. Although Stannol's 1988 turnover was not disclosed, Mr Samways said its margins were similar to those achieved by Kelsey's soldering operations.

Storehouse replaces registrars

Storehouse, the retail group which includes BHS, Habitat, Heal's, Mothercare, Richards, has appointed Lloyds Bank as registrars to replace Barclays Bank.
 Storehouse severed its banking relationship with Barclays in mid-April and switched most of its business to Midland Bank.
 The group ended its links with Barclays because that bank's investment banking arm, BZW, is advising Mr Asher Edelman, the American entrepreneur who leads a group of investors with a near 8 per cent stake in Storehouse.
 Mr Michael Julien, chief executive of Storehouse, said that the Lloyds Bank already acted as bankers on the group's storecard.

Xtra-vision for the USM

By Vanessa Houlder
XTRA-vision, an Irish video hire group, is coming to the unlisted securities market in Dublin and London through a placing that will capitalise it at £24.3m (£20.4m).
 Development Capital Corporation is placing 5.07m shares at 48p, which represents 10 per cent of the enlarged equity. Xtra-vision operates a video cassette leasing business and a chain of 100 video cassette rental stores.

obtained its first contract to supply rear light clusters as original equipment for cars from Nissan in Australia - and deliveries will begin later this year.
 BSG is already heavily involved in the manufacture of rear lamp clusters in the UK through its subsidiaries Britax Vega in Droitwich, Worcs, and Britax (PMG) in Bridlington, Humberside. The group's existing Australian subsidiaries make car mirrors and child safety seats.
 BSG said the acquisition of the Bryant group would provide it with the opportunity to develop its vehicle lighting activities in the increasingly important Australasia and Far East regions.

Brewmaker falls sharply

BREWMAKER, the USM-quoted group which diversified from its original homebrewing business after control passed last February to Mr Tony Acton, the South African entrepreneur, reported pre-tax profits substantially lower at £300,479 in the year to end-January.
 The result - representing a decline of 41 per cent on the

previous year's outcome - came on turnover of £6.27m (£6.5m) and was struck after exceptional items of £68,000.
 Earnings per 1p share worked through at 0.35p (0.3p). There is again no proposed dividend, although the directors hoped to be in a position to resume payments during the current year.

Campbell Distillers purchase

By Lisa Wood
CAMPBELL DISTILLERS, the UK subsidiary of Pernod Ricard, the French drinks group, has bought the Glenalachie Distillery and its eponymous malt whisky brand from Invergordon Distillers. The price is not being disclosed.
 The French group said the

acquisition of Glenalachie had become imperative as a result of the rapid sales increase in the company's whiskies.
 Mr Chris Greig, managing director of Invergordon - which successfully completed a management buy-out from Hawker Siddeley, the engineer-

ing group, last year - said the company had six malt and one grain distilleries before the disposal. At present Glenalachie has modest sales but will benefit from the increased distribution clout and marketing spend which Pernod will be able to put behind the brand.

Benlox losses near doubled to £3.57m

A £3.91m jump in operating expenses to £5.6m and a rise in interest payable from £267,000 to £1.46m caused Benlox Holdings to suffer increased pre-tax losses from £1.88m to £3.57m in 1988.
 Exceptional charges of £1.76m, relating to the realisation of listed securities, the write-off of remaining unlisted securities and an unrecovered fee from a property transaction, had a depressing effect on the pre-tax result. However, turnover at this industrial holding company advanced 85 per cent to £41.65m.
 Tax rose to £431,000 (£364,000), leaving losses per share at 7.1p (5.3p). An extraordinary credit of £1.51m mainly related to the disposal of Personnel Selection Associates and Executive Services.
 The directors said that, notwithstanding the results, they were recommending a maintained final dividend of 0.1p, for a total of 0.2p (0.85p).

Sharp results adjusted

SHARP, the USM-quoted shopping group, has adjusted its 1988 results after the release of its preliminary figures in March. This follows the announcement that it had restated its 1987 results because certain large contracts in its Bradford division had been inappropriately valued.

The company added that after the completion of the 1988 audit, a provision had been made for expected losses of £265,000 in respect of storefitting contracts entered into before the year-end. Results stated that pre-tax profits were £1.06m. They have now been reduced to £776,000.

Lendu profit rises sharply to over £1m

Lendu Holdings, with interests in rubber plantations, sheep farming and investment, reported a sharp rise in pre-tax profits for 1988.
 The taxable figure jumped from £170,000 to £1.05m and was boosted by profits of £484,000 (nil) from the sale of fixed asset investments and by a credit of £256,000 (£41,000) from favourable exchange gains.
 Turnover leapt to £458,000 (£121,000). After tax of £156,000 (£39,000), earnings per share rose to 6.83p (6.46p). A final dividend of 0.9p has been proposed, more than double the adjusted 0.38p paid last time.

Mount Charlotte growth

By Clare Pearson
MOUNT Charlotte Investments, the UK's second largest hotels group, is buying the Ramada Renaissance Hotel on the sea front at Brighton, from Speyhawk, the property developer.
 The consideration will be satisfied by an initial £10m in cash and a further payment, deferred for a year, comprising either £20m in cash or 10m new

Mount Charlotte shares.
 The Ramada, to be renamed The Hospitality Inn, formed part of a two-year-old development including offices and shops, and had always been earmarked for disposal.
 The Ramada accounted for the bulk of the £2.74m loss Speyhawk incurred from its hotel interests in the year to end-September 1988.

BIA falls £3m into red

By Philip Coggan
BRITISH ISLAND Airways, the airline operator, reported a £2.9m loss in 1988 and reduced its dividend by 90 per cent to 0.2p (2p).
 The company said that the loss was principally caused by Air France's delayed last year and by the nightly closure of Gatwick's main runway for resurfacing. In addition, a new MD83 aircraft was delivered late.
 The tour operating subsidiary, Island Sun, had another disappointing year and did not

contribute to profits. New management has been brought into the business.
 Mr Peter Villa, chairman, said that the company had decided not to adopt a policy of aircraft revaluation. Prices had been increased on some night operations, and although sales were lower, margins were higher.
 The 1988 loss compared with a £1.98m profit in 1987. Turnover was £52.56m (£38.56m) and losses per share were 14.8p (earnings 8.7p).

SHARE STAKES

Habit Precision Engineering - Jantar no longer has an interest with the sale of all its 968,000 ordinary shares.
 Hey & Co. Group - North Essex Building Society has increased its holding to 1.1m shares.
 Hunter Saphir - Scottish Amicable Investment Managers has increased its holding by 245,000 ordinary to 2,07m.
 Jos Holdings - Equitable Life Assurance Society and its associate University Life Assurance Society now have an interest in 1.06m ordinary (11.84 per cent).
 Keep Trust - GPC Howard has acquired 119,000 ordinary, raising the holding to 749,000 (7.95 per cent).
 Lloyds Group - EJ Lloyd has disposed of 400,000 ordinary, reducing holding to 1.8m (8.98 per cent). PGK Lloyd disposed of 182,000, reducing

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JOB

The prime source of peril to company chiefs

By Michael Dixon

IN the bad old days it was not so bad, said W.H. Auden in his poem, 'The Managers'.

and until we recruit someone to manage the premises, the job has come to me in personnel. So I have, I'm also in charge of management succession planning.

between the wider environment and the organization, buffering and transforming external pressures into workable challenges for the internal divisions of the organization.

thoroughgoing change. In that event the discord among the appointees may result in a succession of new chiefs being made scapegoats to it.

Nor is it enough to spell out for new leaders, however clearly, the objectives which they are expected to achieve.

know that whoever replaces them is rarely to blame for their fall. Hence they may welcome the chance to pass on their views on the case.

In these good new days, on the other hand, they are highly likely to get their cards in another sense entirely.

While that authority is the only body entitled to sign a death sentence on them, however, lots of other hands are poised to guide the pen.

Fatal factor The fatal factor in most cases is evidently not so much anything that anybody does as something the appointing authority fails to tell its chosen recruit.

Best policy In the US consultant's view, even if the appointing authority tries to specify the restraints, an incoming leader is foolhardy to trust it.

That advice still applies when the substitution is being made so furtively that the candidates know they will lose the offer of the job unless they keep silent about it until the appointment is made.

But even so, Mr Gilmore's warnings should at least save ambitious managers from eventually pronouncing on themselves the sort of epitaph spoken by Mr Robert Ritterer after his demise at E.F. Hutton.

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CITY OPPORTUNITIES WITH JAC JAPANESE EQUITIES SALES MGR £50K+ is required by an internationally renowned securities house at least 3 yrs experience is required for this excellent opening.

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MONEY DEALER £40,000 Our client, an excellent International Bank, with a strong trading reputation, and a buoyant dealing room, presently wish to appoint a money dealer to concentrate on European and Sterling currencies.

Are You A Decision Maker And have a degree, with at least four years work experience and are looking for an occupation which can develop your management skills?

Bankers Trust, a highly successful international bank, has an excellent reputation built upon innovation and high calibre people. We now need a Project Accountant to cover a broad range of financial management projects. The scope will include all European investment banking and trading activities.

Influence the financial management of a major investment bank

Working on a project basis, and in close liaison with front office business managers, you will be expected to draw on the expertise of specialist advisors to reach sound and innovative conclusions for presentation to senior management.

This role requires an independent, consultancy approach where gaining support for your ideas is vital. Of particular importance are strong analytical and communication skills, together with the drive and enthusiasm necessary to achieve successful implementation. Aged 28-35, you will have sound experience in the Financial Control of investment banking or trading businesses together with an accountancy qualification or an MBA with a strong accountancy background.

This position offers both the opportunity for career development in one of the most successful global banks, as well as an attractive salary plus banking benefits which will include company car, mortgage subsidy, and bonus.

Please write, enclosing a CV to Joan Woods, Human Resources, Bankers Trust Company, 1 Appold Street, Broadgate, London EC2A 2HE.



Jonathan Wren Executive

CORPORATE FINANCE OPPORTUNITY Salary Negotiable

We have been retained by a City institution to recruit personnel to supplement its very active corporate finance division. They seek experienced bankers/financiers with either mergers and acquisitions or venture/development capital exposure. Age range is between 25 and 40 and most positions will be at management level.

Please contact Richard Meredith on 01 - 623 1266

UK CORPORATE MARKETING £30 - 35,000

Several City banks are presently recruiting for senior level appointments in UK marketing. You will market a full range of banking services to middle market corporates throughout the UK. One of these vacancies requires specific experience of MBOs, commercial property financing and capital markets products. Candidates will be of graduate/ACIB calibre, with proven corporate leading experience allied to a sound analytical training.

Please contact Norma Given on 01 - 623 1266

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

Jonathan Wren

Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
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INTERNATIONAL FINANCE

Due to the continued growth of the London Branch of one of the largest, most influential Japanese Banks, the need has arisen to recruit for the following positions, newly created within our International Finance section.

MARKETING OFFICER - Middle East Age: 28 - 35

Responsibilities will include promoting business to new as well as existing corporate clients. The successful candidate will be based in London, however, it will be necessary to undertake frequent visits to Middle-Eastern countries and consequently, candidates must be prepared to travel.

Candidates must have three years or more international banking experience of the marketing of syndicated loans, project and aircraft finance to Middle-Eastern corporate customers.

SYNDICATIONS OFFICER Age: 28 - 35

Responsibilities will be the implementation of loan syndication in the primary market and placement in the secondary market covering continental Europe, Middle-East and African countries.

Candidates must have gained at least three years relevant experience within a major international bank.

Both positions require commitment, dedication and a readiness to work hard and take responsibility.

The successful candidate will have the opportunity to build on long term career prospects in what are important positions in the Bank's international banking activity. They must be self motivated and flexible in what are demanding positions.

Applications should be made by submitting a Curriculum Vitae stating experience, salary and personal details, together with a covering letter to:

The Recruitment Co-ordinator, Box A1224, Financial Times, One Southwark Bridge, London SE1 9HL

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SENIOR EXECUTIVES IN CORPORATE FINANCE

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Currently we can offer outstanding opportunities to a small number of top professionals (who need not have an accountancy qualification) in our vigorously expanding Corporate Finance department.

Responsible directly to the partner in charge, you will enjoy a varied and thoroughly challenging brief that will extend to all aspects of the function with particular emphasis on acquisitions and mergers. An important aspect of these positions will be the ability effectively to contribute to the generation of new work.

Probably at present a manager or assistant director in the corporate finance department of a merchant bank or other finance house you will have

- a minimum of 2 years proven achievement in corporate finance
- a creative and commercial approach to problem solving
- a high degree of self motivation and ability to work with the minimum of supervision
- well above average communication skills at senior levels.

Rewards will be fully competitive and prospects for the really able and committed will be first class.

Please write in strict confidence with full CV to Clive Ward, Ernst & Whinney, Becket House, 1 Lambeth Palace Road, London SE1 7EU.



GROUP PENSIONS MANAGER

Birmingham c£30,000 + car

Our client is a leading specialist retailer with more than 1,200 outlets. It has expanded rapidly in recent years both organically and by acquisition.

The pensions department provides an in-house management service to Group companies. As a result of the acquisitions, there are currently a number of schemes in operation and there is a need to improve and develop the Group's pensions administration and procedures.

The person appointed will be involved in the

integration of the schemes' administration, will implement agreed policy changes, give guidance to members and pensioners and liaise with trustees and senior management.

Essential requirements are an up to date knowledge of all aspects of pensions legislation, computer literacy and strong inter-personal skills. This is an opportunity to join an exciting and innovative organisation in a challenging role.

Please write in confidence with career details, quoting ref. R5061, to Anne Routledge.

KPMG Peat Marwick McLintock

Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

CREDIT ANALYST

In order to expand the Credit Team of this prime European bank we are seeking to recruit a credit analyst capable of dealing with all aspects of Credit including analysis, setting up agreements, documentation etc. A good all-round banking background is desirable.

There are excellent prospects for the successful candidate who should ideally be mid to late 20s. Salary c£18,000 p.a. + exc. benefits. Please telephone Shelagh Arneil on 01-583 1661 or send c.v. to her in confidence:

ASB INTERNATIONAL RECRUITMENT,
50 Fleet Street, London EC4Y 1BE
(part of Angel International Recruitment)

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- Thursday - Accountancy Appointments

FUND MANAGER - EUROPEAN EQUITIES

The Opportunity to Move Into European Equity Investment Management in a Top Quality UK Institution.

This position is likely to appeal to candidates with at least three years' equities fund management experience who are interested in developing a career in European investment management. Although experience in European markets would be an advantage, our client is more interested in attracting someone of high calibre who is keen to work in this area, irrespective of their previous area of specialisation.

The position carries full responsibility for the management of unit trust, pension and life funds with a total value of £100 million. With the support of an assistant, your job will involve stock selection, asset allocation, trustee reporting and occasional

presentations to prospective clients. As a member of the management team, you will also be expected to play a part in determining the company's overall investment strategy.

The company has international connections, a fine international performance record and an excellent reputation as an employer. The remuneration package includes a comprehensive range of fringe benefits. If you would like to be considered, please telephone Susan Muncey on 01-222 7733 or write to her at John Sears & Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP.



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CITY £27,000-£33,000 + BONUS + CAR

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The further expansion of our client's successful dealing team means that they now invite applications from dealers who must have had 2 years' experience in cross currencies in an active trading environment. The successful candidate will play a major role in the development of this key area of business, should be self-motivated and thrive on working in a demanding yet stimulating environment. A second European language will be useful. Initial salary negotiable in the range £27,000-£33,000, plus bonus, car and full range of banking benefits.

For this appointment we are particularly keen to hear from candidates in strict confidence by telephone on 01-628 0969 or alternatively in writing, quoting reference number SCCD22282/FT, when your reply will be forwarded unopened to our client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager, CJRA.

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QUALIFICATIONS: Applicants should have (a) a degree from a Hong Kong or British University, or equivalent or professional qualification of an approved professional institute and preferably an additional qualification in public administration and management; (b) about 15 years' post-degree experience in teaching or training in the fields of management or public administration, including some years in an administrative position; and (c) preferably some experience of running a senior staff course or alternatively a proven record of achievement at a senior level in Government.

leadership of the tutorial team; and direction and planning of the Course programmes. The Director is a member of the Advisory Board, controller of the Centre's budget; and should be an effective communicator at all levels, including the senior levels of the civil service and private sector organisations.

TERMS OF APPOINTMENT & SALARY: The appointment will be for 3 years. The salary scale is HK\$49,850 per month (i.e. Director's Pay Scale D3). The successful candidate will be required to report for duty in summer 1990.

For further information and application form write to: The Hong Kong Government Office, 6 Grafton Street, London W1X 3LB, quoting reference APFT/GS/DSSC. Closing date for acceptance of completed application form is 2nd June 1989.

*Based on exchange rate HK\$13.28 = £1.00 as on 12th April 1989 (subject to fluctuation).

Hong Kong Government

THE FINANCIAL TIMES

Proposes to publish the Recruitment and Personnel Services Survey on Wednesday 28th of June. For further details contact Patrick Williams on 01-673 3351

Handwritten note: July 1989

ملتان لائبریری

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Please send C.V. in confidence to:
 W. Jenkins, Vice President
 Julius Baer Investment Management Inc
 Bevis Marks House
 Bevis Marks, London EC3A 7NE

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We are a UK subsidiary of a respected European Bank and are seeking to recruit an ACA/ACCA aged 35-45 years who can assume responsibility for accountancy, systems, tax and who will be actively involved in the day to day operations. Candidates must have proven banking experience and possess excellent interpersonal skills.

CV to Box A1216, Financial Times, One Southwark Bridge, London SE1 9HL

RATHBONE

Currency Options Sales Bond Sales
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Traded Options Sales
Corporate Financiers (MBA/ACA)

If you have an interest in any of the above sectors please contact:
 Steven Carden and Michael Brennan.

The Rathbone Consultancy
 Premier House, 77 Oxford St, London W1R 1BB Tel: 499 1188/287 5705.

Corporate Banking Director, Financial Insurance

Midland Montagu Corporate Banking seeks to appoint an individual at senior management level to work within its Financial Institutions Group and to take responsibility for the identification and development of financial insurance opportunities in conjunction with one of its clients, Prospect Insurance Limited.

Prospect was formed in June 1988 as a 59% owned Midland joint venture with C.E. Heath, the Lloyd's broker. It is based in Bermuda and its principal business is financial insurance targeted at corporates domiciled in the UK and mainland Europe.

In order to build on Prospect's success to date and to seek new opportunities in this specialised field of financial insurance the selected candidate should have an in-depth knowledge of both the insurance and financial markets including accounting, taxation and legislative aspects. Experience and demonstrated success in deal origination are essential and a general understanding of corporate banking would be desirable.

To be successful in this role, the selected candidate must be a highly motivated self-starter who can demonstrate the ability to identify opportunities and conclude transactions successfully by co-ordinating several different business areas. Good communication skills and an effective personality are consequently essential.

The remuneration package is highly competitive and will include the full range of corporate banking benefits.

Applications should be sent in the first instance to:
 Jeffrey P. Cooper, Head of Financial Institutions Group,
 Midland Montagu Corporate Banking
 Midland Bank plc, Suffolk House, 5 Laurence Pountney Hill, London EC4R 0EU.

Midland Bank plc is a member of IMRO & AFBF

INTERNATIONAL APPOINTMENTS

APPLE COMPUTER EUROPE

We are continuing to grow our organisation in Europe to meet the changing needs of our business, and we are setting up the structure that will allow us to go into the 1990's well equipped to continue our outstanding success to date.

We are recruiting in our European Headquarters, located in PARIS, for the following positions, both reporting to the European Tax Manager:

Manager of Tax Research and Planning Europe

The person appointed will be responsible for developing and implementing the tax strategies required by rapid developments in our business and tax environment in Europe. Will identify tax planning opportunities and make appropriate proposals. Will analyse the tax implications of business investment decisions (a wide range of pan-European projects), advise European Management and the subsidiaries on the optimal structure, and coordinate implementation. Will be involved in negotiations with tax authorities, and assist the subsidiaries upon tax audits.

The job will be performed in close coordination with the US tax department of Apple, more specifically regarding the coordination of US tax projects, and the analysis of the US tax implications of European tax strategies. There will also be a strong interaction with European and local finance management, and outside professional tax advisers.

Candidates should have a good academic background, and several years broad range experience in corporate tax compliance and planning with international exposure. They should either be graduate Chartered Accountants who have moved into tax with a major accountancy firm, or they may already be in a Tax Specialist role in an international group. A sound financial background is required. Ref: MTFP

We are looking for candidates who will adapt to a fast growing environment, take initiatives and work independently. They will have strong analytical and problem solving skills. Fluency in English is a requirement. We offer an excellent compensation and benefits package, including relocation assistance. Please send your CV with application letter to the following reference position to Marie-José Weber.

APPLE COMPUTER EUROPE, Le Wilson 2, Cedex 60, 92058 Paris La Défense, FRANCE

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Tax Controller - Europe

The person appointed will be responsible for monitoring all tax compliance and planning issues in our European subsidiaries.

In close coordination with the finance managers and professional tax advisors in each country, will coordinate and assist on all tax compliance issues, ensuring that local and US requirements (tax and statutory) are adhered to, consistently with our Corporate structure. Will develop and implement tax policies and procedures. Will provide assistance to the local finance managers in identifying developments in local tax regulations, and taking optimal advantage of local tax opportunities.

Will also be in charge of supervising the tax aspects of employee benefits in Europe (compliance, planning) including coordination of the expatriates programs.

Candidates should have an accountant qualification, and have a minimum of 5 years experience, starting in auditing and moving into tax consulting with large client corporate tax experience in a major accountancy firm. Some experience in international taxation is necessary. A strong background in accounting is required. Ref: TC



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Sendoro Corporation is the largest software company in the world solely dedicated to providing tools for measuring and managing interest rate risk.

We are currently seeking an extremely professional, highly motivated sales person in our London office. This person will be responsible for the complete sales cycle and be willing to travel throughout Europe and Scandinavia. The successful candidate will have three to five years experience with a proven track record selling to senior management within the financial community. He/She will be currently selling products which pertain to the management of interest rate risk at the balance sheet level. A clear thinking person with the ability to communicate effectively and present our "state of the art" products is essential.

This is a highly visible position reporting to the Managing Director with excellent growth potential. We offer a unique working environment and a very attractive compensation package. Candidates should forward their complete career details to: Gary Markle, Managing Director, Sendoro Corporation, 27 Kelsow Place, London W8 5QG.



CONTRACTS & TENDERS

NOTICE

SUDAN RAILWAYS CORPORATION STORES DEPARTMENT - ATBARA CONTRACT NO. 5778

SUPPLY OF TROLLEY TRACK MOTOR VEHICLES AND WORKSHOP TRAILERS

1) Sudan Railways Corporation (S.R.C.) has received a credit from SAUDI Fund for development and intends to apply the proceeds of credit to eligible payments under the Contract for which tenders are now invited from eligible suppliers for the supply of the above.

2) Tenders documents in English can be obtained from the following addresses on written application and payment of Sudanese Pounds LS. 1500 (not refundable).

a) Controller of Stores S.R.C. P. O. BOX 66 Atbara - Sudan. Tel: 40022 Hadid/TWD. Telephones 2020 - 3320

b) Stores Representative - Khartoum General Manager's Office P. O. BOX 1812 Khartoum. Tel: 22478 SRB/Hadid. Telephone 74009

3) Closing date set for acceptance of offers in Atbara is 12.00 hours A.M. Local time on Saturday 27th May 1989.

4) Tenders will be opened in public in the office of Controller of Stores S.R.C. Atbara at the line and date stipulated above.

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LEGAL NOTICE

No 001116 of 1988
 IN THE HIGH COURT OF JUSTICE
 CHANCERY DIVISION

IN THE MATTER OF LUWA (UK) LIMITED

AND IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was on the 23rd February 1989 presented to Her Majesty's High Court of Justice for the confirmation of the reduction of the capital of the above-named Company from £4,000,000 to £400,000.

AND NOTICE IS FURTHER GIVEN that the said Petition is directed to be heard before The Honourable Mr Justice Peter Gibson at the Royal Courts of Justice, Strand, London WC2A 2LL on Monday the 15th day of May 1989.

ANY Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of capital should appear at the time of the hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any such person requesting the same by the under-mentioned Solicitors on payment of the regulated charge for the same.

DATED this 3rd day of May 1989

Solicitors: Messrs Colson
 Now known as Colson Mitter
 40/41, Parsonage Road
 Poole
 Dorset
 BH15 2PG
 Tel: 01204 521

SAINT-GOBAIN

XEU 125,000,000 - LOAN AT VARIABLE INTEREST RATE AND NO FIXED REDEMPTION DATE

Bondholders are hereby informed that the rate applicable for the ninth interest period has been fixed at 9 3/16 %.

Coupon #9 will be payable as from October 26th, 1989 at the price of XEU 233.52 equivalent to an interest of 9 3/16 % calculated on the basis of 183/360ths covering the period from April 26th, 1989 to October 26th, 1989 inclusive.

Fiscal Agent & Reference Agent: CREDIT LYONNAIS LUXEMBOURG

SAINT-GOBAIN

EMPRUNT DE ECU 125 000 000 - A TAUX D'INTERET VARIABLE ET A REDEMPTION INDEFINIE

Nous informons les porteurs d'obligations que le taux applicable pour la neuvième période d'intérêt a été fixé à 9 3/16 %.

Le coupon #9 sera payable à partir du 26 octobre 1989 au prix de ECU 233,52 représentant l'intérêt à 9 3/16% calculé sur base de 183/360e couvrant la période du 26 avril 1989 au 26 octobre 1989 inclus.

L'agent financier et Agent de Référence: CREDIT LYONNAIS LUXEMBOURG

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Credit Department

Position to be part of our credit team which assists in structuring transactions to customers' needs in cooperation with the Corporate Finance/Trade Finance Department. Prepare analytical reports, ensure approval requirements are adhered to and legal documentation is correctly drafted and completed.

Requirements A pre-requisite is the ACIB, with another relevant qualification an advantage. Excellent communication skills, coupled with self-motivating qualities, a wide range of credit experience and a creative approach are required. Experience in the preparation of concise reports from which to make a sound credit judgement is essential; a practical knowledge of drafting and reviewing documents with inhouse and external legal advisors and customers is necessary. Knowledge of German would be useful, but not essential.

Offer We offer an attractive starting salary and benefits package in keeping with our high standing. The setting of goals and targets which are regularly reviewed together with on-going training will enhance career development prospects.



BHF-BANK

Merchant Bankers by Tradition

If you have the ability to meet this challenging role then please send your curriculum vitae with salary details to the Head of Personnel, BHF-BANK, London Branch, 61 Queen Street, London, EC4R 1AE.

An international shipping company, extensively involved in all facets of maritime fields, is seeking a:

CHIEF EXECUTIVE OFFICER

to be responsible for assisting and coordinating the setting-up of national fleets for certain countries.

The company has all the resources needed for handling chartering, ship-management, brokerage and purchase and sale of various types of vessels. The candidate must be a qualified chief executive with broad experience of, at least, 15 to 20 years in numerous aspects of shipping.

It is imperative that the candidate shall have the ability to get along with officials of countries in South East Asia, Latin America and Africa.

The candidate must demonstrate tact and good manners in dealing with members of Boards of Directors composed of both government officials and Company representatives and, above all, be efficient, competent and trustworthy.

The offer is for long term employment and carries substantial remuneration and generous incentives.

Applications, including detailed experience record and references, are to be submitted to:

Box No A1211, Financial Times, One Southwark Bridge, London SE1 9HL.

ZAKUM DEVELOPMENT COMPANY

ZADCO, a leading oil producing Company in Abu Dhabi - UAE invites qualified personnel to apply for the position of:

System and Procedures Engineer

Ref: ZDC/POM/1/189

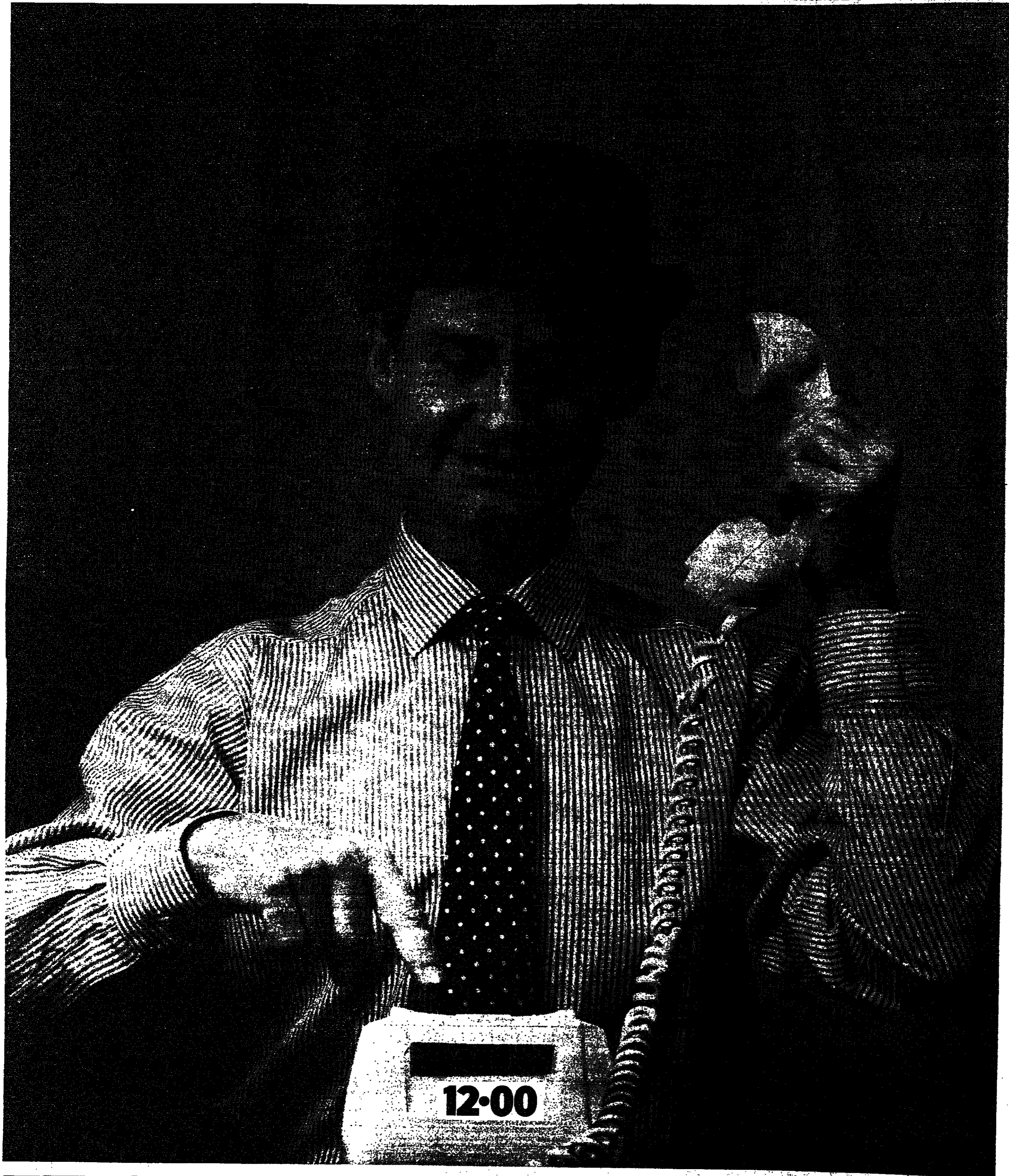
Duties: To develop, follow-up and update maintenance plans for sites operations, including shutdowns and overhauls. To implement and follow-up computerised maintenance management system and to develop maintenance systems and procedures. To administer relevant contracts.

Requirements: B.Sc. Mechanical, Electrical Engineering, or equivalent - 7 years related experience with good knowledge of computer based maintenance systems in the oil or related industries. Knowledge of PC's and fluency in English are essential.

We offer salary equivalent to US\$ 29,000 - 36,000 per annum and attractive benefits such as family accommodation, medical, annual leave with air tickets, educational assistance, club facilities, ESB...

Applications with detailed CV's, copies of credentials, copy of passport and recent photograph may be sent ASAP to:

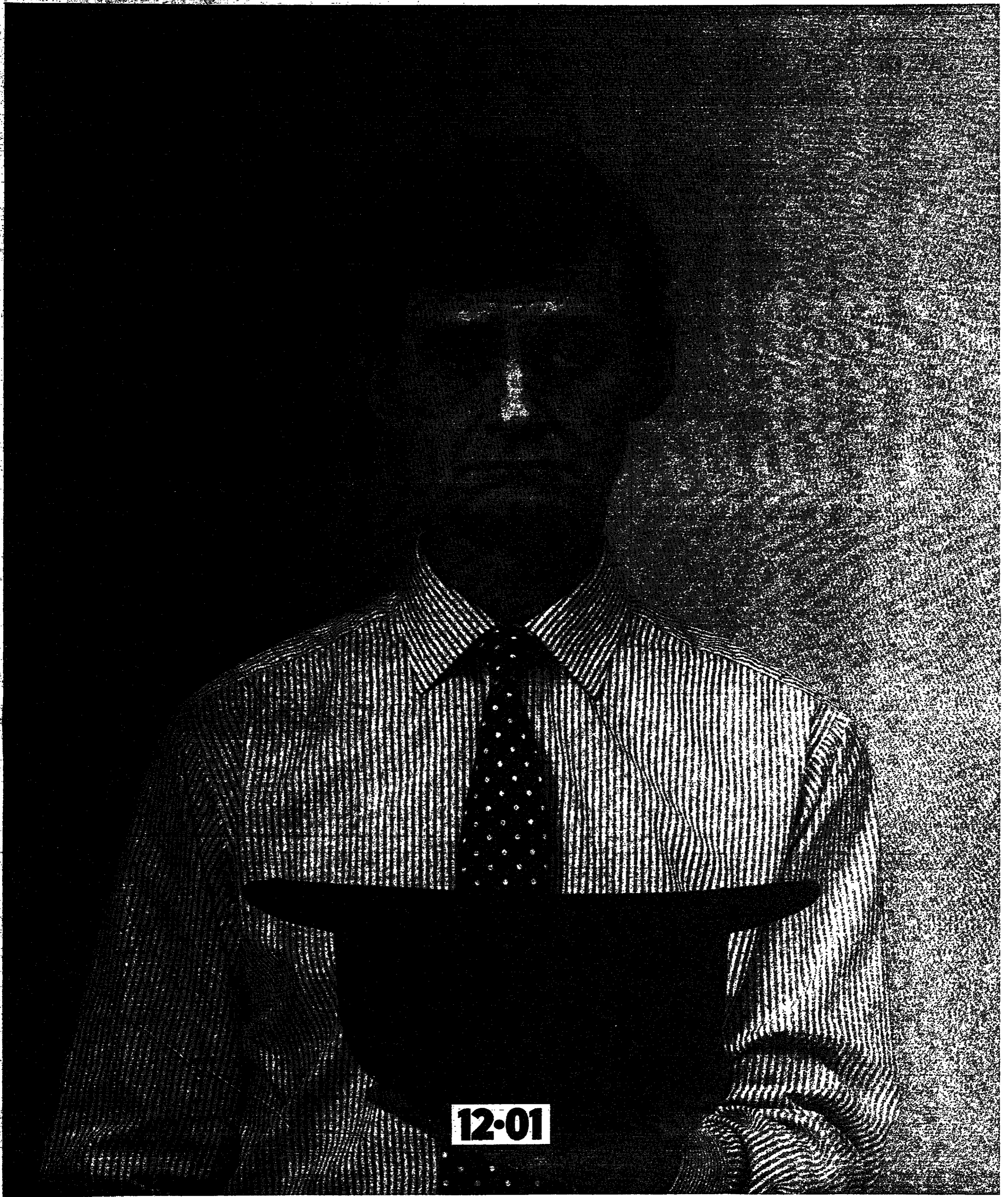
The Sr. Recruitment Officer
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FINANCIAL TIMES
CITYLINE

COMMODITIES AND AGRICULTURE

Nickel market volatile as warehouse stocks double

By Kenneth Gooding, Mining Correspondent

THE VOLATILITY which has been a feature of the London Metal Exchange nickel market for the past week returned in an extreme form again yesterday.

PT Aneka Tambang, Indonesia's state-owned metals producer, plans to double its nickel output over the next three or four years and may open a mine on Gag Island off Irian Jaya, the company's president Mr Anton Bruinier said, Reuter reports

from Jakarta. "We predict demand from the world stainless steel industry, which consumes half of world nickel output, will continue strong, and we expect the price will stay at good levels at least to the middle of this year," he said.

Tin price 'may rise to £8,000'

By Kenneth Gooding, Mining Correspondent

THE EUROPEAN free market price of tin, which has already jumped from £4,600 a tonne at the end of last year to more than £8,000, might rise to £8,000 a tonne in the short term, suggests Rudolf Wolff, the London-based commodities broker.

WESTERN WORLD SUPPLY/DEMAND BALANCE ('000 TONNES)

Restoration of N Sea production hits oil price

By Steven Butler

OIL PRICES yesterday continued their slide of last week as the prospect of a restoration of production from the North Sea came closer.

Little to celebrate at the party

The Festival at Hyde Park will try to lift the industry's depression

NOTHING quite like it has happened in Hyde Park since 1851 that year 26 of the 600 acres in the Royal Park were covered by The Great Exhibition - a six month celebration of Britain's Industrial Revolution and the inspiration of Prince Albert.



FARMER'S VIEWPOINT

By David Richardson

Towards what has become a year-long public relations exercise for their industry their poor response has disappointed the organisers who have had to look elsewhere for financial support.

Other words the real value of EC price support for cereals via the intervention system and discounted back to harvest will be £109.94 minus £20.59 or £89.35 per tonne. Calculations by Mr Michael Murphy of the Department of Land Economy at the University of Cambridge put the costs of growing cereals in the eastern counties in 1988 at £90 per tonne. Meanwhile production costs continue to inflate at the same rate as in the rest of the economy.

WEEKLY METALS PRICES

All prices as supplied by Metal Bulletin (last week's prices in brackets).

COBALT: European free market, 99.5 per cent, \$ per lb, in warehouse, 7.40-7.50 (7.45-7.60).

WORLD COMMODITIES PRICES

LONDON METAL EXCHANGE (Prices supplied by Amalgamated Metal Trading)

LONDON MARKETS

ZINC prices fell sharply on the LME yesterday, and are set to test recent lows, according to dealers. The market slid early when LME stocks fell by only 25 tonnes against general market expectations of a 3,000 to 5,000 tonnes fall.

COBALT: European free market, 99.5 per cent, \$ per lb, in warehouse, 7.40-7.50 (7.45-7.60).

COBALT: European free market, 99.5 per cent, \$ per lb, in warehouse, 7.40-7.50 (7.45-7.60).

US MARKETS

IN THE METALS, gold and silver lost ground due mostly to a sharp decline in the energy markets, reports Drexel Burnham Lambert. Copper plunged over 500, basis may, as an increase in LME stocks prompted liquidation. In the softs, cocoa prices edged slightly on speculative and commission house activity. Sugar closed lower on mostly local activity. Speculative selling was offset by trade buying in the coffee.

SPOT MARKETS

Crude oil (per barrel FOB) + 0.7

CRUDE OIL

Close Previous High/Low

SOYABEAN

Close Previous High/Low

WHEAT

Close Previous High/Low

NEW YORK

Close Previous High/Low

CHICAGO

Close Previous High/Low

SOYABEAN

Close Previous High/Low

WHEAT

Close Previous High/Low

COTTON

Liverpool: Spot and shipment sales for the week ended April 28 amounted to 418 tonnes against 370 tonnes in the previous week. Trading was average during the week with orders in west African grounds.

COPPER

Close Previous High/Low

WHEAT

Close Previous High/Low

WHEAT

Close Previous High/Low

WHEAT

Close Previous High/Low

WHEAT

Close Previous High/Low

WHEAT

Close Previous High/Low

WHEAT

Close Previous High/Low

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

AUTHORISED UNIT TRUSTS

Main table containing unit trust information with columns for Unit Name, Unit Price, and Unit Value. Includes sub-sections like 'Barrage Unit Trust Managers Ltd (09050F)', 'Equity & Law Unit Trust Managers (0200H)', 'Global Fund Managers Ltd (0400F)', etc.

GUIDE TO UNIT TRUST PRICING

UNIT CHANGES: Unit prices are quoted in pence and other units which may be paid by your purchaser. These prices are included in the price when the customer buys units. The price at which units may be sold.

التمويل

FT UNIT TRUST INFORMATION SERVICE

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Main table of unit trust information with columns for Unit Trust Name, Price, Yield, and other financial metrics. Includes sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

INSURANCES

Table of insurance products and services, including various life insurance policies and financial products offered by different companies.

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-555-2128

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'MANAGEMENT SERVICES', 'OFFSHORE AND OVERSEAS', 'GUERNSEY (SR RECOGNISED)', and 'JERSEY (SR RECOGNISED)'.

MANAGEMENT SERVICES

David M. Acres (Personal Fin. Plng.) Ltd. 01-252-2222

OFFSHORE AND OVERSEAS

GUERNSEY (SR RECOGNISED)

JERSEY (SR RECOGNISED)

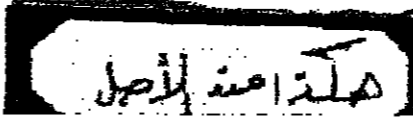
LUXEMBOURG (SR RECOGNISED)

SWITZERLAND (SR RECOGNISED)

GUERNSEY (**)

JERSEY (**)

Prices quoted are for the following dates...



FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Main table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Type, and other details.

Table of LONDON SHARE SERVICE, including sections for BRITISH FUNDS, BRITISH FUNDS - Cont'd, AMERICANS, INT. BANK AND O'SEAS, CORPORATIONS LOANS, COMMONWEALTH & AFRICAN LOANS, LOANS, FOREIGN BONDS & RAILS, and Public Board and Ind.

Table of Money Market and Trust Funds, listing various financial instruments and trust funds with columns for Name, Price, and other details.

Money Market Trust Funds
UNIT TRUST NOTES
Money Market Bank Accounts

LONDON SHARE SERVICE

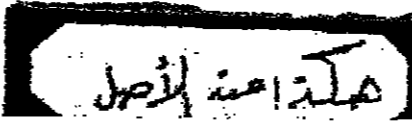
Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-825-2128

Main table containing various share categories: CANADIANS, BUILDING, TIMBER, ROADS, ELECTRICALS, ENGINEERING - Contd, INDUSTRIALS (Miscel.) - Contd, BANKS, HP & LEASING, CHEMICALS, PLASTICS, BEERS, WINES & SPIRITS, DRAPERY AND STORES, FOOD, GROCERIES, ETC, HOTELS AND CATERERS, INSURANCES, LEISURE. Each section lists company names, stock codes, and prices.

Handwritten note: 10/11/10/10

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2128



LEISURE - Contd

Table of share prices for Leisure sector including companies like Leisure World, Leisure Inn, etc.

PROPERTY

Table of share prices for Property sector including companies like Property Finance, etc.

TEXTILES - Contd

Table of share prices for Textiles sector including companies like Textiles Finance, etc.

TRUSTS, FINANCE, LAND - Contd

Table of share prices for Trusts, Finance, and Land sector including companies like Finance Land, etc.

OIL AND GAS - Contd

Table of share prices for Oil and Gas sector including companies like Overseas Traders, etc.

MINES - Contd

Table of share prices for Mines sector including companies like Mines Finance, etc.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors and Aircraft Trades sector including companies like Commercial Vehicles, etc.

TOBACCO

Table of share prices for Tobacco sector including companies like Tobacco Finance, etc.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, and Land sector including companies like Investment Trusts, etc.

OVERSEAS TRADERS

Table of share prices for Overseas Traders sector including companies like Overseas Traders, etc.

PLANTATIONS

Table of share prices for Plantations sector including companies like Plantations Finance, etc.

THIRD MARKET

Table of share prices for Third Market sector including companies like Third Market Finance, etc.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers and Publishers sector including companies like Newspaper Finance, etc.

SHIPPING

Table of share prices for Shipping sector including companies like Shipping Finance, etc.

SHOES AND LEATHER

Table of share prices for Shoes and Leather sector including companies like Shoes Finance, etc.

OIL AND GAS

Table of share prices for Oil and Gas sector including companies like Oil and Gas Finance, etc.

FINANCE

Table of share prices for Finance sector including companies like Finance Finance, etc.

REGIONAL & IRISH STOCKS

Table of share prices for Regional and Irish Stocks including companies like Regional Finance, etc.

PAPER, PRINTING, ADVERTISING

Table of share prices for Paper, Printing, and Advertising sector including companies like Paper Finance, etc.

SOUTH AFRICANS

Table of share prices for South Africans sector including companies like South Africans Finance, etc.

TEXTILES

Table of share prices for Textiles sector including companies like Textiles Finance, etc.

Australians

Table of share prices for Australians sector including companies like Australians Finance, etc.

IRISH

Table of share prices for Irish sector including companies like Irish Finance, etc.

TRADITIONAL OPTIONS

Table of share prices for Traditional Options including companies like Traditional Options Finance, etc.

PROPERTY

Table of share prices for Property sector including companies like Property Finance, etc.

TOBACCO

Table of share prices for Tobacco sector including companies like Tobacco Finance, etc.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, and Land sector including companies like Investment Trusts, etc.

OVERSEAS TRADERS

Table of share prices for Overseas Traders sector including companies like Overseas Traders, etc.

PLANTATIONS

Table of share prices for Plantations sector including companies like Plantations Finance, etc.

THIRD MARKET

Table of share prices for Third Market sector including companies like Third Market Finance, etc.

This service is available to every Company dealt in on Stock Exchanges throughout the United Kingdom for a fee of £285 per annum for each Company.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Renewed dollar intervention

CENTRAL BANKS intervened for the third trading day in succession on currency markets yesterday in an attempt to control the dollar's rise. The US Federal Reserve was joined by several European banks...

pared with FFf6.5500. On Bank of England figures, the dollar's exchange rate index rose from 68.5 to 68.8. News of a surprise 5.5 per cent fall in single home family sales in March failed to have much impact, even though the figure was in sharp contrast to expectations which centred on a 2.1 per cent rise...

Starling was confined to a narrow range for most of the day. Its exchange rate index closed at 85.2, unchanged from the opening, and only barely changed from 85.1 on Friday. There are no major economic statistics due for release until much later in the month, and the pound tended to track the performance of the dollar...

FINANCIAL FUTURES

Prices fall in quiet trading

FEARS THAT world inflationary trends are not easing, and a little nervousness about the political situation in the UK, combined to push down prices of sterling interest rate contracts on Life yesterday. Monday's announcement of the US NAPM index renewed concern about inflationary pressure in the US, while traders...

also noted a sharp rise of 1.1 per cent in March West German import prices, compared with 0.3 per cent in February. The latter factor led to a weak performance by German Government bond futures in London. Apart from the potential threat of rising international inflation traders on Life saw no encouragement from the political situation in the UK. Recent option polls have...

shown a lack of enthusiasm for many of the Government's policies, and have also pointed to a probable Conservative Party loss at tomorrow's Vale of Glamorgan by-election. Short sterling futures traded quietly on Life, with turnover in the June contract of around 11,000 lots. June delivery opened at 86.86, and closed at 86.94, compared with 87.03 on Friday.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, Portugal, Greece, UK, etc.

LONDON (LIFE)

Table with columns for Instrument, Bid, Offer, High, Low, Prev. Includes 20-year National Gilt, 10-year National Gilt, etc.

£ IN NEW YORK

Table with columns for Date, Last, Previous. Includes 12-month, 24-month, 36-month rates.

STERLING INDEX

Table with columns for Date, Bid, Offer, High, Low, Prev. Includes Sterling, US Dollar, Canadian Dollar, etc.

CURRENCY RATES

Table with columns for Currency, Bid, Offer, High, Low, Prev. Includes Sterling, US Dollar, Canadian Dollar, etc.

POUND SPOT - FORWARD AGAINST THE POUND

Table with columns for Date, Bid, Offer, High, Low, Prev. Includes US, Canada, Mexico, etc.

CHICAGO

Table with columns for Instrument, Bid, Offer, High, Low, Prev. Includes US Treasury Bonds, etc.

EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, etc.

EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, etc.

CURRENCY MOVEMENTS

Table with columns for Currency, Bid, Offer, High, Low, Prev. Includes Sterling, US Dollar, Canadian Dollar, etc.

EURO-CURRENCY INTEREST RATES

Table with columns for Term, Bid, Offer, High, Low, Prev. Includes 3 months, 6 months, 12 months, etc.

EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, etc.

EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, etc.

EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, etc.

OTHER CURRENCIES

Table with columns for Country, Bid, Offer, High, Low, Prev. Includes Argentina, Brazil, Hong Kong, etc.

EXCHANGE CROSS RATES

Table with columns for Currency, Bid, Offer, High, Low, Prev. Includes Sterling, US Dollar, Canadian Dollar, etc.

EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, etc.

EUROPEAN CURRENCY UNIT RATES

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Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, etc.

MONEY MARKETS

German call rate up

CREDIT CONDITIONS tightened in Frankfurt yesterday, as the money market returned to a more normal level at the start of the new month. On Friday call money fell to around 5 per cent, with banks pushing surplus funds out into the market after meeting their required monthly reserve holdings at the Bundesbank. Call money climbed to 6.30 per cent yesterday, but remained below the Lombard emergency funding rate of 6.50 per cent. Dealers do not expect any change in key West German interest rates at today's Bundesbank council meeting, held a day earlier than usual because of the Ascension Day holiday tomorrow. There will not be a press conference after the council meeting. At this week's securities repurchase agreement tender the Bundesbank allotted a total of DM30bn, replacing DM87.1bn as two earlier facilities expired. This weeks tender was split between DM19.5bn for 30 days, allotted at rates of 6.10 to 6.35 per cent, and DM16.5bn for 64 days, at rates of 6.15 to 6.50 per cent. In Zurich the major Swiss banks raised their customer...

timedeposits by 1/2 per cent to 6 1/2 per cent for all maturities. In New York the Federal Reserve Bank added temporary reserves to the banking system, via two-day system repurchase agreements, when Federal funds were trading at 9 1/2 per cent. In London interest rates were steady with three-month interbank closing unchanged at 12-12 1/2 per cent. The Bank of England initially forecast a money market surplus of £500m, but revised this to £200m at noon. The authorities absorbed surplus funds totalling £275m. Before lunch the Bank of England sold £200m Treasury bills, due June 2, at rates of 12 1/2-12 1/4 per cent. In the afternoon another £75m Treasury bills were sold, due May 5 at 11 1/2-12 per cent. Bills maturing in official hands, repayment of late assistance and a take-up of Treasury bills drained £215m, with bank balances below target absorbing £60m. These factors were outweighed by Exchequer transactions adding £550m to liquidity and a fall in the note circulation of £275m. In Brussels the Belgian National Bank left interest rates unchanged on its weekly tender of 14-day securities repurchase agreements at 7 1/2 per cent and on Government paper at 7 1/4 per cent.

FT LONDON INTERBANK FIXING

Table with columns for Term, Bid, Offer, High, Low, Prev. Includes 1 month, 3 months, 6 months, 12 months, etc.

MONEY RATES

Table with columns for Term, Bid, Offer, High, Low, Prev. Includes 1 month, 3 months, 6 months, 12 months, etc.

LONDON MONEY RATES

Table with columns for Term, Bid, Offer, High, Low, Prev. Includes 1 month, 3 months, 6 months, 12 months, etc.

EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, etc.

EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, Rate, % change, and Divergence. Includes Germany, France, Italy, Spain, etc.

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JOTTER PAD. A grid for notes or calculations.

CROSSWORD No. 6,924 Set by DANTE. A crossword puzzle grid.

ACROSS 1. Some times for ships (6). 2. Key to public property (6). 3. Constant a slave to serve one first (6). 4. Girl entertains relatives, Capital (6). 5. E. European comes back for a dance (6). 6. 25-No sudden departure (9,5).

BASE LENDING RATES. Table listing various banks and their lending rates for different terms and currencies.

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WORLD STOCK MARKETS

Table of stock market data for various regions including Australia, France, Germany, Italy, Sweden, and Japan. Columns include stock names, prices, and changes.

Table of stock market data for Canada, including Toronto and Montreal markets. Columns include stock names, prices, and changes.

Table of financial indices including Dow Jones, Nikkei, and various regional indices. Columns include index names, values, and percentage changes.

Table of stock market data for Japan, listing various companies and their stock prices.

Table of stock market data for Australia, listing various companies and their stock prices.

Table of stock market data for New York active stocks, listing various companies and their stock prices.

Advertisement for Financial Times, featuring a coupon for a free 12-issue trial subscription. Includes contact information for Financial Times (Europe) Ltd.

3pm prices May 2

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices for various companies, organized in columns with headers for High, Low, Stock, Div., Yld., etc.

COMPO

BRIST

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NYSE COMPOSITE PRICES

Main table of NYSE Composite Prices, listing various stocks with columns for price, change, and volume.

OVER-THE-COUNTER

Handwritten text at the top right of the page.

Table of Over-the-Counter prices, listing various stocks with columns for price, change, and volume.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices, listing various stocks with columns for price, change, and volume.

Advertisement for FT BRISTOL, featuring the company name and contact information.

Advertisement for the Amsterdam Marriott Hotel, highlighting its location and services.

Advertisement for 'Travelling by air on business', promoting air travel services.

